



Community-Based Policing Study

Wetaskiwin/Camrose Detachment

FINAL REPORT

July 2024

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Executive Summary

Introduction

This Community-Based Policing Study was commissioned to provide a comprehensive assessment of the current state of policing and public safety for the Wetaskiwin/Camrose RCMP Detachment which encompasses the City of Wetaskiwin, the Town of Millet, and large portions of both the County of Wetaskiwin and Camrose County. The study aims to identify strengths, challenges, and opportunities for improvement while recommending innovative, promising, and proven policing models and public safety practices tailored to the unique needs of these communities.

Background

Scope and Objectives: The study covers the geographic areas serviced by the Wetaskiwin/Camrose RCMP and includes an analysis of current policing resources, staffing levels, and operational strategies, alongside the identification and benchmarking of municipalities with similar populations/characteristics. Key stakeholders were engaged through meetings and information collection to ensure comprehensive recommendations. The primary objectives were to research and recommend effective policing models and public safety practices tailored to local safety concerns, determine appropriate staffing models considering a projected annual population increase of 2%, and identify operational constraints. Additionally, the study reviews administrative support needs and proposes key performance indicators to measure the effectiveness of implemented strategies. Non-policing strategies that support the overall policing model and contribute to community safety are also recommended. The ultimate goal is to develop a robust and sustainable policing plan that addresses immediate public safety concerns and promotes long-term community resilience.

Methodology: The methodology incorporated a thorough collection of data from multiple sources, stakeholder engagement, and cross-jurisdictional research to ensure a comprehensive review. This approach aimed to provide a detailed understanding of the current state of policing and community safety, identify challenges, and explore opportunities for improvement in the studied municipalities. The collected data and findings from the stakeholder interviews and comparative research inform the development of strategies and recommendations for enhancing community safety and policing effectiveness.

Current State of Policing

The current state of policing in Wetaskiwin/Camrose Detachment area demonstrates both notable strengths and significant challenges. The Detachment operates under a Combined Post Policing (CPP) model, leveraging shared resources and centralized command to effectively serve a diverse jurisdiction. With clearly defined Municipal and Provincial Police Service Agreements (MPSA and PPSA), the detachment delivers tailored and efficient policing services. This assessment highlights key strengths, including robust staffing levels, effective response times, and proactive policing activities, while also addressing weaknesses such as declining utilization rates, rising crime severity, and financial sustainability concerns.

Strengths

- i. **Combined Post Policing (CPP) Model:** The CPP model enables shared resources, centralized command, and enhanced coverage, efficient resource allocation, and comprehensive coverage across multiple communities, despite the rural setting.
- ii. **Municipal and Provincial Police Service Agreements (MPSA and PPSA):** These agreements provide clear frameworks for local engagement, resource allocation, and cost-sharing, ensuring that policing services are tailored to meet community needs.
- iii. **Staffing Levels:** The RCMP maintains a strong staffing complement at the Wetaskiwin/Camrose Detachment. The police to population ratio for the Wetaskiwin Municipal Detachment is 2x higher than the provincial average for similar sized communities policed by the RCMP and the Wetaskiwin Provincial Detachment is 1.41x higher than similar sized rural communities policed by the RCMP.
- iv. **Response Times:** The Wetaskiwin Municipal Detachment consistently achieves better response times than provincial averages, especially for high-priority calls.
- v. **Service Offerings:** Specialized units such as the General Investigation Section (GIS), Crime Reduction Unit (CRU), and Regional Police and Crisis Team (RPACT) enhance the detachment's capability to address diverse policing needs.
- vi. **Crime Reduction Initiatives:** Strategic operations like hot spot patrols and curfew checks on habitual offenders demonstrate proactive efforts to proactively reduce crime.
- vii. **Utilization Rates:** The detachments utilization rates have historically been good. There has however been a decline in utilization rates for both the municipal and provincial detachments over the past couple of years, indicating a growing gap between the number of positions and actual members available.

Weaknesses

- i. **Crime Severity Index (CSI):** Wetaskiwin's Municipal CSI, particularly the Violent CSI, has been increasing significantly over the past 8 years and greatly exceeds the provincial average.
- ii. **Rural Response:** Limited proactive policing in rural areas of the detachment. The Camrose Provincial Detachment is experiencing Priority 1 and 2 response times much greater than the provincial average.
- iii. **Financial Costs:** The city bears a significant portion of policing costs, raising concerns about the financial sustainability of current expenditures, especially with rising crime rates and the high number of policing resources required compared to similar sized municipalities. This will be further impacted by the loss of provincial grant funding for (4) policing FTE's beginning in July 2024.
- iv. **Officer Workload:** High workload metrics indicate a large number of criminal code incidents per regular member, particularly in the municipal detachment, suggesting potential strain on officers and a need for better resource management.
- v. **Limited Availability of Mental Health and Addictions Resources:** Despite the prevalence and recognition of significant mental health and addiction related challenges in the community, there remains a lack of both facilities and personnel to meet the increasing demand for such services.

- vi. **Cross-Jurisdictional Comparison:** Compared to similar jurisdictions, Wetaskiwin faces higher crime severity and incident rates, particularly in violent crime, indicating a need for enhanced policing strategies and community safety measures.

Strategic Considerations

Wetaskiwin Community Safety & Well-Being Strategy (CSWBS): This recently developed strategy addresses critical issues in the City of Wetaskiwin such as homelessness, substance use, mental health, and partnerships with Indigenous populations. Key priorities include reducing interpersonal violence, supporting crime prevention programs, enhancing mental health services, and fostering inclusivity and support for diverse communities. The CSWBS represents a whole of community approach to improving community safety.

Trends in Policing: Policing is continually evolving to adapt to new challenges and societal changes. The following trends reflect current and emerging practices that aim to enhance public safety, improve community relations, and increase the effectiveness and efficiency of law enforcement agencies.

- **Community-Oriented Policing:** Building strong relationships between police officers and community members.
- **Technology and Innovation:** Utilizing predictive policing tools and collaborative data-sharing platforms.
- **Intelligence-Led Policing:** A strategic approach that emphasizes the use of data and intelligence to guide operational decisions and resource allocation.
- **Mental Health and Crisis Intervention:** Forming Crisis Intervention Teams (CIT), partnering with mental health organizations, and providing enhanced training.
- **Responding to the Opioid Crisis and Increasing Drug Toxicity:** Recognition of the drug crisis and the development of comprehensive and proactive responses.
- **Procedural Justice and Police Legitimacy:** Enhancing transparency and accountability through civilian oversight and public reporting.
- **Diversity and Inclusion:** Promoting diversity with law enforcement agencies to help build trust and improve relations with diverse communities.
- **Non-Traditional Policing Models:** Developing a tiered response model, restorative justice initiatives, and integrating public health approaches.
- **Emphasis on Training and Professional Development:** On-going training and professional development to ensure a skilled and knowledgeable police service.

Best Practices/Innovative Approaches: The study highlights several best practices and innovative approaches operating in other Canadian municipalities:

- **'Building Partnerships to Reduce Crime':** First established in Saskatchewan, this is a cross-government approach that seeks to reduce crime through risk-driven methodologies.
- **Youth Crime Prevention Program:** This program was implemented in Calgary by the John Howard Society. The program provides a restorative, supportive relationship with youth so that they will make positive choices in their lives, not engage in crime, and will successfully participate with their family, school, and community.

- **Heavy Users of Service (HUoS):** This program originated in Edmonton and utilizes a multi-disciplinary case management team to perform intensive case planning, information sharing, and service delivery to provide wrap around supports to individuals who frequently interact with emergency services.

Recommended Strategies/Practices

The study proposes the following strategies to address the specific safety concerns of the communities:

Effective Resource Models

RCMP and Civilian Police Support

- **Resource Allocation:** Continue to optimize the ratio of police officers to civilian support. This involves continually reviewing staffing levels, workload distribution, and operational needs to identify areas for improvement. Civilian staff should be tasked with the administrative and office-based functions that do not require the physical involvement or authorities of a sworn police officer. The benefits of utilizing civilians where appropriate is they are faster to recruit and train, more cost effective, and maintain long tenures in the detachment. The current ratio of police officers to civilian support in the Wetaskiwin/Camrose Detachment is 3.06 to 1. The national average is 2.5 to 1.

Alberta's Independent Police Agency

- **Resource Advocacy:** The passing of Bill 11: the Public Safety Statutes Amendment Act, 2024, allows the Government of Alberta to pursue the establishment of an independent policing agency to supplement existing police services in Alberta. While details are still to come regarding the organizational design, service offerings, and mandate of this future police agency, the Wetaskiwin/Camrose Detachment municipalities would be wise to engage Alberta's Minister of Public Safety and Emergency Services early in this process to better understand if and how this supplemental policing resource could be leveraged to support policing activities within the region.

Access Existing Supplemental Law Enforcement Resources

- **Safer Communities and Neighbourhoods Unit:** The Safer Communities and Neighbourhoods (SCAN) Unit is a specialized law enforcement unit that focuses on improving community safety by addressing properties that are used for illegal activities. The SCAN Unit operates under the authority of the *Safer Communities and Neighbourhoods Act*. This legislation allows the unit to take civil action against property owners who permit or are negligent about illegal activities taking place on their premises. The unit's areas of focus include properties being used for drug trafficking, gang-related activity, prostitution, child exploitation, and illegal alcohol sales. SCAN is available to investigate both residential and commercial properties located throughout Alberta and their services come at no cost to the municipality.
- **Alberta Gaming, Liquor, and Cannabis Commission:** The Alberta Gaming, Liquor and Cannabis Commission (AGLC) has both an Investigations Unit and Inspections Unit that play crucial roles in maintaining the integrity of the gaming, liquor, and cannabis industries in Alberta. The unit is responsible for enforcing compliance and investigating potential violations within these sectors. These units can be leveraged to support investigations into concerns caused by AGLC licensed establishments.

Tiered Response (Police/Peace Officer/Security/Outreach)

- **Tiered Response:** Many of the areas of citizen concern in the Wetaskiwin Municipal and Provincial Detachments are for social disorder, suspicious activities, provincial offences (traffic, public intoxication, trespassing) or low-end criminal offences (mischief, thefts, disturbing the peace) which can often be addressed more efficiently and effectively using alternative resources as a first response in place of the police. These resources include peace officers, public security officers, and outreach workers.

In urban settings, such as the City of Wetaskiwin, where concerns related to social disorder, public intoxication, trespass, and disturbing the peace are most prevalent, an effective model would be the combined use of these resources where possible, with the first intervention often starting with the outreach worker or public security resources who attempt to gain voluntary compliance from the subject of complaint. In most cases, these resources are timelier in their response to the concern and are often successful in resolving the matter with their physical presence and ability to build rapport/on-going relationships with the subject of complaint who often prefers to interact with these resources as opposed to law enforcement. When voluntary compliance cannot be achieved, the matter is escalated to law enforcement who are able to provide an escalated response (if necessary) based on confirmation a problem exists and that alternative responses have already been attempted.

The rural areas of the detachment area may not have the same social disorder concerns as the urban areas, but traffic offences, motor vehicle collisions, trespassing, and thefts are all common concerns. These activities are not appropriate for outreach workers or public security but can fall within the authorities of a Community Peace Officer. The City of Wetaskiwin, County of Wetaskiwin, Camrose County, and Town of Millet have each secured authorization for their Community Peace Officers to respond to traffic offences and trespassing amongst several additional provincial statutes. These municipalities may benefit from pursuing enhanced authorities related to motor vehicle collisions (non-injury), theft under \$5,000 (post incident), and mischief under \$5,000 (post incident). The intent should not be to assume primary responsibility for these functions from the police but instead be a supplemental resource particularly at time where a police response may be significantly delayed due to geography or police call triage.

Tiered Response allows the highly trained and expensive policing resources to focus on activities that only the police are appropriate to deal with, well leveraging the specialization, capacity, and cost effectiveness of the alternatives to provide a more robust response.

Enhance Community-Oriented Policing

- **Neighborhood Policing:** Assign dedicated officers to specific neighborhoods to foster relationships with residents and local businesses and to build deeper geographical familiarization. This will build trust and facilitate the identification and resolution of community-specific issues. Officers can attend community meetings, participate in local events, and work closely with neighborhood associations to understand and address local concerns. By being a consistent presence in the community, officers can build rapport and trust, making residents more likely to report crimes and cooperate with police investigations.
- **Auxiliary Policing Program:** The municipalities should work with Alberta RCMP to reinstate an active Auxiliary Policing Program in the Wetaskiwin/Camrose Detachment. The Auxiliary Program is a volunteer program intended to enhance community-oriented policing and provide an opportunity for citizens to

participate in law enforcement on an organized basis. Auxiliaries provide a complementary service to the regular members and work under their supervision.

Common duties of a police auxiliary include:

- community policing programs (i.e. Neighborhood Watch, Bicycle Safety, Child Identification);
- guarding crime scenes to protect evidence;
- search for missing persons;
- routine crowd, traffic or parade control;
- operational ride-a-longs;
- routine general duty patrols and traffic patrols;
- office duties

Community Engagement

- **Wetaskiwin/Camrose Policing Advisory Committee:** Establish a Policing Advisory Committee with representation from various community groups, including youth, seniors, Indigenous communities, and business owners. This committee will provide valuable insights and feedback on policing strategies and initiatives. Regular meetings can ensure ongoing dialogue between the police and the community, helping to align policing efforts with community needs and expectations.
- **Alberta Rural Crime Watch Association:** The Alberta Rural Crime Watch (ARCW) is a volunteer organization that has been operating in Alberta in various forms since 1978. ARCW was initially formed to provide extra "eyes and ears" for the RCMP in rural areas and although this is still a function of the ARCW, the focus of the organization has expanded to promoting crime prevention through awareness, education and encouraging reporting of suspicious activity when observed. The ARCW has an assigned liaison from the RCMP and a modern and user-friendly website with useful information and links. The County of Wetaskiwin and Camrose County could each benefit from the community supports the ARCW may provide. Parts of the County of Camrose are served by the Battle River Rural Crime Watch Chapter.
- **Citizens on Patrol:** The Citizens on Patrol (COP) program in Alberta is a volunteer-based initiative aimed at enhancing community safety by involving residents in monitoring their neighborhoods to deter crime. Volunteers conduct regular patrols, acting as additional "eyes and ears" for law enforcement, and report suspicious activities to the authorities. COP groups assist in locating stolen property and provide a visible presence that helps deter potential criminal activities. These local groups operate independently but often collaborate closely with local police services, receiving training and support to maximize their effectiveness. The program fosters community engagement and cooperation, contributing significantly to the overall safety and security of neighborhoods. COP is primarily focused on patrolling urban municipalities. There is reported to be a Citizens on Patrol Chapter in the City of Wetaskiwin, both the City of Wetaskiwin and possibly the Town of Millet could benefit from further leveraging this program.
- **Communication Campaigns:** The RCMP, municipalities, and key partners should collaborate and coordinate on campaigns to use social media, community newsletters, and local media to keep the public informed about policing activities, new initiatives, safety tips, and success stories. Transparency and regular communication will help build public trust and confidence. Highlighting positive interactions and successful interventions can improve the public perception of the police and encourage community collaboration. It is important that such information is timely and has local relevance.

Implement Technology and Innovation

- **Data Analytics:** Fully leverage data analytics and predictive policing software to identify crime hotspots and allocate resources proactively. This approach enables law enforcement to prevent crime before it occurs and respond more effectively to emerging trends. Advanced analytics can help identify patterns in crime data, allowing police to deploy resources more efficiently and effectively. Predictive tools can also help anticipate spikes in specific types of crime based on historical data and current trends.

The RCMP has deployed data analytics and predictive policing tools in Alberta for several years, however the benefits of such tools are often not fully realized due to challenges that appear at a local level. These challenges can include interpretation of the data, lack of trust that the data represents the “current state”, and difficulties aligning operational strategies/tactics that are then implemented, monitored, and evaluated.

The recent addition of a Crime Analyst located within the Wetaskiwin/Camrose Detachment presents an excellent opportunity to further incorporate data analytics and predictive policing into detachment operations.

- **Collaborative Platforms and Information Sharing:** Establish collaborative platforms for data sharing between different law enforcement agencies and community partners. This will enhance situational awareness and coordination. The RCMP cannot address many public safety issues on their own. Sharing information about crime trends, suspects, and ongoing investigations with key partners can improve the effectiveness of policing efforts and help solve crimes more quickly. Collaborative platforms can also facilitate joint operations and coordinated responses to major incidents. This would be of value in the case of a tiered response model where multiple units/organizations are participating in co-response.

An example of this would include the municipalities working with the RCMP to obtain the necessary hardware and authorizations to permit secured radio communications (AFRRCS) between the RCMP and Community Peace Officers.

Strengthen Mental Health and Crisis Intervention

- **Specialized Units:** Advocate for the expansion of the Regional Police and Crisis Team (RPACT) composed of police officers and mental health professionals to respond to incidents involving individuals experiencing mental health crises. These teams can provide immediate assistance, de-escalate situations, and connect individuals to appropriate mental health services. RPACT units can reduce the risk of injury to both individuals in crisis and responding officers and improve outcomes for those experiencing mental health issues. The existing RPACT team is believed to be over extended due to its large geographical coverage area.
- **Integrated Person Centric Approaches:** Integrate public health and social services strategies into policing efforts to address issues such as substance abuse, mental health, and homelessness. An effective model of this is the formal establishment of a ‘Hub Table’ which involves the collaborative partnership of healthcare providers, social services, housing providers, and law enforcement to provide comprehensive support for individuals in need.

Prevention and Diversion Programs

Restorative Justice Programs

- **Restorative Justice Initiatives:** Implement restorative justice programs that focus on repairing harm and restoring relationships between offenders and victims through mediation, dialogue, community service, and restitution. These programs focus on repairing harm and restoring relationships between offenders and victims through mediation, dialogue, community service, and restitution. By addressing the needs of both victims and the community, restorative justice promotes healing and reconciliation, reduces recidivism rates, and fosters a sense of accountability and empathy in offenders. Furthermore, these programs empower victims by giving them a voice in the justice process and help build stronger, more cohesive communities. Embracing restorative justice can transform the local justice landscape, creating a more humane and supportive system for all involved.
- **Youth Programs:** Continue to support or develop programs and recreational opportunities to foster positive development and resilience among young people. These programs offer structured activities, mentorship, and support services that cater to the diverse needs of youth, providing them with safe spaces to learn, grow, and thrive. By engaging young individuals in educational, recreational, and skill-building opportunities, youth programs help prevent delinquency, improve academic performance, and promote mental and physical well-being. It is critical there are low or no “financial barriers to entry” for youth deemed at-risk.

Key Performance Indicators and Evaluation

To measure the effectiveness of the recommended strategies, a robust framework for monitoring and evaluation has been suggested. Key Performance Indicators (KPIs) include crime rates, response times, clearance rates, community satisfaction, officer performance and wellbeing, and efficiency and effectiveness metrics. An evaluation framework will ensure continuous monitoring and assessment, incorporating stakeholder feedback and driving continuous improvement.

Conclusion

This Community-Based Policing Study provides a strategic roadmap for enhancing public safety and community well-being in the City of Wetaskiwin, County of Wetaskiwin, Camrose County, and the Town of Millet. By implementing the recommended strategies/practices and continuously monitoring their effectiveness through established KPIs, these communities can build a safer, more resilient environment for all residents. The collaborative effort of law enforcement agencies, community members, and stakeholders is essential for achieving the desired outcomes and fostering a strong, trust-based relationship between the police and the community.

1 Background

The City of Wetaskiwin, in collaboration with its regional neighbours (The County of Wetaskiwin, Camrose County, and the Town of Millet), commissioned a comprehensive community-based policing study to address on-going public safety challenges. The City of Wetaskiwin specifically has consistently ranked among the top municipalities in Alberta for crime severity and has frequently placed within the top 10 in Canada for municipalities with a population over 10,000. This study aims to explore and recommend policing models and public safety practices to reduce the crime severity index and enhance community safety.

1.1 Report Scope

The scope of the community-based policing study encompasses several critical areas:

- **Geographic Coverage:** The study includes the service area of the Wetaskiwin/Camrose RCMP. This includes the City of Wetaskiwin, Town of Millet, and large portions of the County of Wetaskiwin and Camrose County.
- **Policing Resources:** Analysis of current policing resources, staffing levels, and operational strategies of the Wetaskiwin/Camrose RCMP detachment and municipal peace officers.
- **Best Practices and Innovative Approaches:** Identification and benchmarking of best policing practices and innovative approaches applicable to municipalities with similar populations (10,000 to 15,000).
- **Stakeholder Engagement:** Involvement of key stakeholders through meetings and information collection to ensure comprehensive and inclusive recommendations.

1.2 Project Objectives

The primary objectives of the community-based policing study are:

- **Policing Models:** Research and recommend innovative, promising, or proven policing models and public safety practices that address the specific safety concerns of the partner municipalities.
- **Staffing and Resources:** Determine and recommend appropriate staffing models and resource allocations for the Wetaskiwin/Camrose RCMP Detachment and municipal peace officers, based on a projected annual population increase of 2% (as directed by the scope of work) over the next decade.
- **Constraints and Barriers:** Identify operational constraints and barriers that hinder effective and efficient policing services.
- **Administrative Support:** Review and recommend appropriate administrative resource levels to support key stakeholders.
- **Key Performance Indicators:** Develop and propose key performance indicators to measure the effectiveness of the implemented policing strategies.
- **Non-Policing Strategies:** Recommend additional non-policing related strategies that can support the overall policing model and contribute to a safer community.

By achieving these objectives, the partner municipalities aim to develop a robust and sustainable policing plans that addresses immediate public safety concerns and promotes long-term community resilience and safety.

1.3 Project Methodology

1.3.1 Internal Data

The following is a detailed list of qualitative and quantitative information requested from the RCMP, City of Wetaskiwin, County of Wetaskiwin, Camrose County, and the Town of Millet to complete the review of resourcing, services, governance, and financial information. MNP facilitated the collection of data from the various municipalities and the RCMP. The list below provides the data that was requested throughout the engagement. Some but not all of this data was available/delivered for review.

TABLE 1: REQUEST FOR INFORMATION

CATEGORY	DOCUMENTS
RCMP	Wetaskiwin Municipal, Wetaskiwin Provincial, and Camrose Provincial operations: • Call for Service (CIIDS) and Occurrence Data (PROS) (most recent 5 years) • RCMP Community Feedback Surveys (2020 - most current) • RCMP Multi-Year Financial Plans (2020-2024) • RCMP Annual Performance Plans (APP) (2020-2024) • Financials • RCMP Quarterly Invoices (2019-2023) • RCMP Final Reconciliations (2019/20-2023/24) • Updated HR Information • Most Recent Organization Chart • Annual FTEs (utilization) (most recent 5 years) included in the RCMP MYFP • Annual Authorized Strength (most recent 5 years) • Annual Vacancies including Vacancy Type (most recent 5 years) • Other Relevant Documents
Municipal Enforcement (Bylaw and/or Peace Officers)	Partner municipalities Enforcement/Peace Officer program related to: • Department Level Operating / Business / Strategic Plans • Organizational Charts • Staffing and Vacancy Trends • Budget (Operating/Capital) • Key Performance Indicators (If available) • Departmental Program and Services Descriptions • Statistical Reporting (Annual reports, calls for service, training etc.) • Relevant Briefing Notes and Presentations • Complaints/Requests from Community Members

CATEGORY	DOCUMENTS
Municipalities	- Organizational Chart for any City Employees Assigned to Support the RCMP - Department Level Operating / Business / Strategic Plans - Job Descriptions - Staffing and Vacancy Trends - Budget (Operating/Capital) including Detachment Building Expenditures - Departmental Program and Services Descriptions - Service Levels - Municipal Standard Operating Procedures (if applicable) - Key Performance Indicators (If available) - Relevant Briefing Notes and Presentations - Complaints/Requests from Community Members
Past Research	Research or studies regarding law enforcement or public safety the municipalities have previously conducted. - Past Consultant Reports - Research on Other Jurisdictions - Local, Provincial, and National Trends
Surveys	- Citizen Satisfaction Surveys (from the past 3 years) if applicable - Other Community Engagement Feedback/Data gathered by the Municipalities relative to Public Safety (from the past 3 years)

1.3.2 Stakeholder Engagement

In addition to the data requested, in-person and virtual interviews were conducted with internal and select external stakeholders to better understand service levels, governance structure and cost implications regarding current policing as well as pertinent information for Wetaskiwin and its partners community-based policing needs.

TABLE 2: INTERNAL STAKEHOLDER INTERVIEWS

STAKEHOLDER GROUP	STAKEHOLDER PARTICIPANT'S ROLES
RCMP	Detachment Commander, Public Service Manager
City of Wetaskiwin	Council, Administration
County of Wetaskiwin	Council, Administration
Camrose County	Council, Administration
Town of Millet	Council, Administration
Others	Wetaskiwin Regional Public Schools, Boys and Girls Club

1.3.3 Cross Jurisdictional Review and Leading Practice Research

Cross-jurisdictional research was completed for five communities across Canada that were identified to be of interest for benchmarking purposes, based on their demographic similarities, service and infrastructure levels, policing models, and community safety challenges and opportunities. These included communities with RCMP contracted policing as well as communities with alternative contracted police services, such as the Ontario Provincial Police (OPP), for comparison.

TABLE 3: COMMUNITIES REVIEWED FOR JURISDICTIONAL RESEARCH

COMPARATOR COMMUNITIES
• North Battleford, Saskatchewan • Ponoka, Alberta • Thompson, Manitoba • Williams Lake, British Columbia • Kenora, Ontario

Jurisdictional research was conducted using data from Statistics Canada on Policing in Canada, complemented by additional desktop research. This provided comprehensive background information for the study, including:

- Population
- Crime Severity Index
- Weighted Clearance Weights
- Incident-Based Crime Statistics
- Strategic Plans
- Community Safety and Wellbeing Plans
- Results and Annual Reports

1.4 Community Profiles

The following sections describe the unique characteristics of the Wetaskiwin/Camrose Detachment communities, such as the geography, demographics, and economic factors, that impact the regional policing environment.

1.4.1 City of Wetaskiwin

The City of Wetaskiwin is a community with a rich historical background and a diverse cultural landscape. Wetaskiwin is notable for its blend of urban amenities and small-town charm. The city's economy is supported by a mix of industries, including agriculture, manufacturing, retail, and services. Key employers include Reynolds-Alberta Museum, Denham Ford, and the Wetaskiwin Regional Public Schools.

Education and healthcare services are well-developed in Wetaskiwin, with several primary and secondary schools, a campus of NorQuest College, and the Wetaskiwin Hospital and Care Centre. The city also boasts numerous recreational facilities, including the Wetaskiwin Civic Centre, parks, sports fields, and the Manluk Centre for swimming and fitness. Wetaskiwin is committed to sustainable development and community well-being, actively promoting initiatives that enhance the quality of life for its residents.

Geography

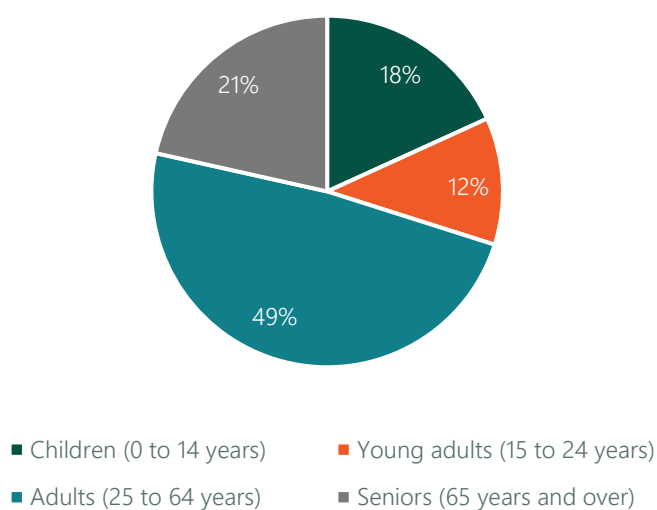
The City of Wetaskiwin is situated approximately 70 kilometers south of Edmonton along Highway 2A and Highway 13. The city's geography supports a vibrant agricultural economy and enjoys a strategic location near the QEII Highway, providing easy access to major transportation routes and fostering economic connections with Edmonton and Calgary. The city is bordered by the County of Wetaskiwin and is located about 20 kilometers north of Maskwacis, a significant Indigenous community.

Wetaskiwin has a temperate climate with cold winters and warm summers, ideal for both farming and outdoor recreational activities.

Population

The City of Wetaskiwin has a total population of 12,594 individuals. The population is distributed across various age groups, with the largest segments being those aged 15 to 64 years (60.3%) and those aged 0 to 14 years (18.2%). The population of Wetaskiwin is relatively stable and slightly older compared to Alberta and Canada as a whole. While Alberta's population grew between 2016 and 2021, Wetaskiwin's population experienced a slight decrease of 0.5%.¹

FIGURE 1. PERCENTAGE OF POPULATION BY AGE CATEGORY (CITY OF WETASKIWIN)



The breakdown of specific age groups is as follows:

- Children (0 to 14 years): 2,290 individuals, representing 18.2% of the population.
- Young adults (15 to 24 years): 1,475 individuals, making up 11.7% of the population.
- Adults (25 to 64 years): 6,120 individuals, accounting for 48.6% of the population.
- Seniors (65 years and over): 2,710 individuals, or 21.5% of the population.

¹ Wetaskiwin 2021 Census of Population <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0&DGUIDlist=2021A00054811002&SearchText=Wetaskiwin>

The average age of the population is 42.4 years, with a median age of 42.4 years. This indicates a balanced age distribution with a notable proportion of working-age individuals and a significant number of seniors. The population of seniors (65 years and over) is considerable, reflecting an aging demographic within the city.

Indigenous Population

The 2021 Census data for Wetaskiwin provides detailed insights into the Indigenous population of the community. The city has a significant Indigenous population, with a total of 2,180 individuals identifying as Indigenous. This represents approximately 19.9% of the total population, which is significantly higher than both the provincial (6.8%) and national (5%) averages.

The majority of the Indigenous population in Wetaskiwin identifies as First Nations (North American Indian), comprising 1,555 individuals, or 14.2% of the total population. The Métis population is the second largest Indigenous group, with 525 individuals, accounting for 4.6% of the total population. There are also a small number of Inuit residents, with 40 individuals making up 0.2% of the population. The Indigenous population is fairly evenly split between genders, with slightly more females (1,235) than males (950).

This demographic profile underscores the rich Indigenous heritage in Wetaskiwin, highlighting the community's diversity and the significant representation of Indigenous peoples within the city's population.

Diversity

The diversity of Wetaskiwin, as reflected in the 2021 Census, highlights a varied and multicultural community. The city has a total visible minority population of 1,645 individuals, accounting for 13.6% of the total population. Among these, South Asians are the largest visible minority group, with 180 individuals, representing 1.5% of the population. Filipinos are another significant group, with 960 individuals, making up 7.9% of the population.

Other notable visible minority groups include 135 Black residents (1.1%), 120 Arabs (1.0%), and 100 Chinese individuals (0.8%). The male and female populations within these groups are fairly balanced, with males making up slightly more than half of each group in most cases.

This demographic data underscores Wetaskiwin's cultural diversity, with a substantial portion of the population identifying as part of various visible minority groups. This diversity contributes to the rich cultural fabric of the city, promoting a vibrant and inclusive community atmosphere.

Education and Employment

In 2021, over 80% of Wetaskiwin residents had at least a high school diploma. However, 18.1% of residents lacked any formal certificate, diploma, or degree, compared to 9.9% across Alberta. The unemployment rate in Wetaskiwin was 12%, slightly above Alberta's rate of 11.5%.

In 2020, nearly 95% of Wetaskiwin residents reported having an income, mirroring the provincial rate of 95.2%. The median individual income in Wetaskiwin was \$38,400, and the average income was \$46,760, both significantly lower than Alberta's median of \$46,760 and average of \$60,850. On average, males in Wetaskiwin earned 63% more than females.

The largest employment sector in Wetaskiwin was Sales and Service occupations, comprising 26.6% of the labor force, compared to 23.5% in Alberta. Wetaskiwin also had a higher proportion of workers in Trades, Transport, and Equipment Operators roles, at 23.8%, than the provincial average.

1.4.2 County of Wetaskiwin

The County of Wetaskiwin, encompassing a vast rural area surrounding the City of Wetaskiwin, is characterized by its strong agricultural heritage and diverse landscapes. With a population of approximately 11,000 residents, the county spans from the eastern shores of Pigeon Lake to the Battle River in the south.² Agriculture is the backbone of the county's economy, with numerous farms and ranches producing a wide variety of crops and livestock.

The County of Wetaskiwin supports a vibrant rural community through a range of services and programs, including agricultural extension services, community events, and recreational facilities. Education is provided by several rural schools, and healthcare services are accessible in nearby urban centers. The county is dedicated to sustainable land use and environmental stewardship, balancing growth and development with the preservation of its rural character and natural beauty.

Geography

The County of Wetaskiwin, is situated in central Alberta and features a diverse geography with a blend of fertile agricultural land, rolling hills, and extensive forested areas. This region includes numerous lakes and rivers, notably Pigeon Lake and the Battle River, which enhance the county's natural beauty and provide habitats for various wildlife species.

The terrain is characterized by gently undulating plains, ideal for farming and agricultural activities. Major transportation routes, including Highway 2A and Highway 13, traverse the county, offering crucial connectivity to neighboring communities and facilitating the transportation of goods and services.

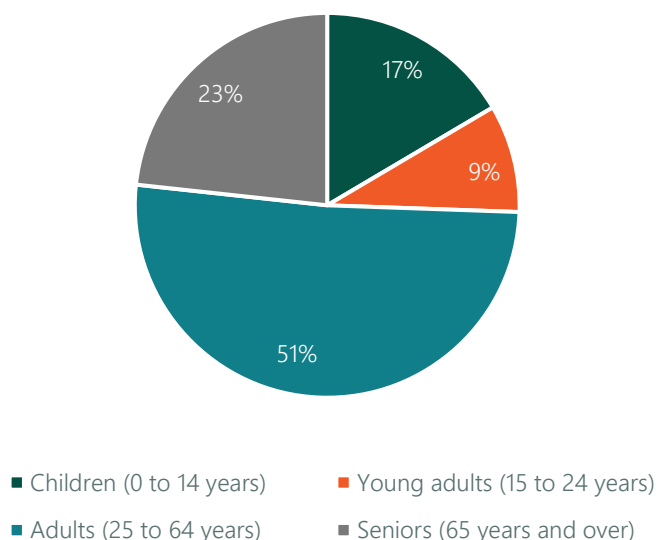
The county is bordered by Camrose County to the east, Leduc County to the north, and Ponoka County to the south. This central location, combined with its rich natural resources and well-developed transportation infrastructure, defines the economic and geographic landscape of the County of Wetaskiwin.

Population

The County of Wetaskiwin, according to the 2021 Census of Population, has a total population of 11,210. The population is distributed across various age groups, with the largest segments being those aged 15 to 64 years (60.3%) and those aged 65 years and over (23.3%).

² Wetaskiwin County No. 10 Census of Population 2021 <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=wetaskiwin&DGUIDlist=2021A00054811001&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

FIGURE 2. PERCENTAGE OF POPULATION BY AGE CATEGORY (COUNTY OF WETASKIWIN)



The breakdown of specific age groups is as follows:

- Children (0 to 14 years): 1,850 individuals, representing 16.5% of the population.
- Young adults (15 to 24 years): 1,015 individuals, making up 9.1% of the population.
- Adults (25 to 64 years): 5,735 individuals, accounting for 51.2% of the population.
- Seniors (65 years and over): 2,610 individuals, or 23.3% of the population.

The gender distribution is relatively balanced, with 5,780 men and 5,435 women.

The average age of the population is 44.9 years, with a median age of 48.8 years. This indicates a slightly older population compared to the national average. The population of seniors (65 years and over) is notably higher, reflecting an aging demographic in the county.

Indigenous Population

The Indigenous population in the County of Wetaskiwin is on par with the provincial average with 780 community members identifying as Indigenous, or 6.7% of the population. The majority identify as Metis (390 individuals or 3.6% of the overall population) followed by First Nations Identity (320 individuals or 3.6% of the overall population). There is a small number of people identifying as Inuit, totalling 15 or 0.1% of the population. In the 2021 Census no individuals identified as having multiple Indigenous backgrounds.

The Indigenous population is almost evenly split by those identifying as male or female, with 350 Indigenous men and 380 Indigenous women.

Diversity

The County of Wetaskiwin has less visible minorities than the City of Wetaskiwin, with 240 individuals or 2.2% of its overall population. Filipinos are the largest group of visible minorities with 70 individuals (0.6% of the population), followed by Latin American individuals (35 or 0.3% of the population) and Arab individuals (30 or 0.3% of the population). 25 members of the population identify as being the member of multiple visible minority groups.

Education and Employment

76.3% of the County of Wetaskiwin population has a high school diploma or equivalent compared to the Alberta average of 82.4% of the population. 34.3% of the population's highest education achieved is a high school diploma, 47.2% achieved a postsecondary certificate, diploma or degree, and 9.4% achieved a bachelor's degree or higher.

In 2020, 96% of County of Wetaskiwin individuals reported having an income, slightly above the provincial rate of 95.2%. The median individual income in the County of Wetaskiwin was \$39,200, and the average income was \$53,250, both lower than Alberta's median of \$46,760 and average of \$60,850. On average, males in the County of Wetaskiwin earned 57.5% more than females. Wetaskiwin County has an unemployment rate of 9.9%, slightly lower than the Alberta rate of 11.5%. The industries with the highest percent of the County of Wetaskiwin workforce are Trades, transport and equipment operators and related occupations with 23.1% (compared to the Alberta average of 4.3%) and Natural resources, agriculture and related production occupations with 20.8%.

1.4.3 Camrose County

Camrose County, located in central Alberta, surrounds the City of Camrose and is known for its picturesque landscapes and agricultural prosperity. With a population of around 8,500, the county is a vital agricultural hub, featuring fertile lands that support diverse farming operations, including crop production and livestock raising.³ Key crops include canola, wheat, and barley, while cattle and dairy farming are also significant contributors to the local economy.

Camrose County places a strong emphasis on community involvement and quality of life, offering a range of services such as libraries, recreation centers, and senior programs. The county is committed to fostering economic diversification while maintaining its agricultural base, promoting sustainable practices and environmental conservation. Education is well-supported with several rural schools and access to post-secondary institutions in the nearby City of Camrose.

Geography

Camrose County, features a diverse geography characterized by a mix of fertile agricultural lands, rolling hills, and forested areas. The region is interspersed with numerous lakes and water bodies, including Driedmeat Lake and Bittern Lake, which contribute to the county's biodiversity and recreational opportunities. The Battle River flows through the county, enhancing its agricultural viability and scenic appeal.

The terrain consists of gently undulating plains, which are well-suited for farming and agricultural activities. Major transportation routes, such as Highway 13 and Highway 21, traverse the county, providing vital connectivity to nearby communities and facilitating the movement of goods and services. Camrose, the largest urban center in the county, is approximately 95 kilometers southeast of Edmonton.

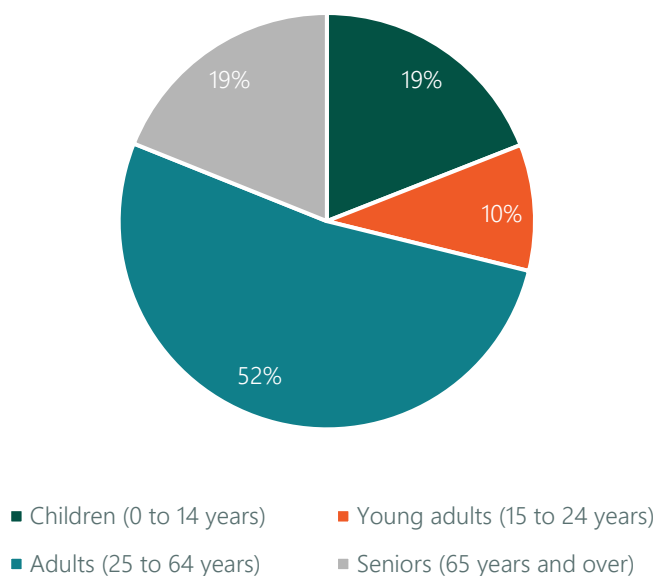
The county is bordered by Beaver County to the northeast, Flagstaff County to the east, and Wetaskiwin County to the west.

³ Camrose County Census of Population 2021 <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=camrose&DGUIDlist=2021A00054810001&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

Population

Camrose County has a total population of 8,505 individuals. The population is distributed across various age groups, with the largest segments being those aged 15 to 64 years (62.1%) and those aged 0 to 14 years (19%).

FIGURE 3. PERCENTAGE OF POPULATION BY AGE CATEGORY (CAMROSE COUNTY)



The breakdown of specific age groups is as follows:

- Children (0 to 14 years): 1,620 individuals, representing 19% of the population.
- Young adults (15 to 24 years): 835 individuals, making up 9.8% of the population.
- Adults (25 to 64 years): 4,445 individuals, accounting for 52.3% of the population.
- Seniors (65 years and over): 1,610 individuals, or 18.9% of the population.

The gender distribution shows a slightly higher number of men (4,420) compared to women (4,085).

The average age of the population is 41.8 years, with a median age of 43.6 years. This indicates a relatively balanced age distribution with a notable proportion of working-age individuals and a significant number of seniors. The population of seniors (65 years and over) is considerable, reflecting an aging demographic within the county.

Indigenous Population

Compared to other partner communities and the Alberta average, Camrose county has a quite small Indigenous population with 305 individuals or 3.7% of the population. Of Indigenous identifying individuals, the majority identify as Metis (240 individuals or 2.9% of the overall population) and the remainder identifies as First Nation (55 individuals or 0.7% of the overall population).

Of Indigenous identifying individuals, 180 identify as men and 120 identify as women.

Diversity

Camrose County also has a low numbers of individuals identifying as a visible minority. 1.8% of the total population identifies as a visible minority, with the largest group being Latin American individuals with 40 individuals (or 0.5% of the overall population) followed by Black individuals with 25 individuals (0.3% of the population) and Chinese individuals with 25 individuals (0.3% of the population).

Education and Employment

78.1% of the Camrose County population has a high school diploma or equivalent, slightly lower than the Alberta average of 82.4% of the population. 31.7% of the population achieved a high school diploma as their highest level of education, 49.7% achieved a postsecondary certificate, diploma, or degree, and 11.7% achieved a bachelor's degree or higher.

In 2020, 96.6% of Camrose County individuals reported having an income, above the provincial rate of 95.2%. The median individual income in the Camrose County was \$35,600, and the average income was \$55,000, both lower than Alberta's median of \$46,760 and average of \$60,850. On average, males in the Camrose County earned 44.4% more than females. Camrose County has an unemployment rate of 7.4%, lower than the Alberta rate of 11.5%.

The largest employment sector in Camrose County was natural resources, agriculture and related production occupations, comprising 24% of the labor force, significantly higher than the Alberta average of 2.3%. Camrose County also had a higher proportion of workers in Trades, Transport, and Equipment Operators roles, at 23.9%, than the provincial average.

1.4.4 Town of Millet

The Town of Millet is a small yet dynamic community with a population of around 2,000 residents.⁴ Millet is known for its welcoming atmosphere, strong community spirit, and commitment to sustainability. The town's economy is primarily driven by agriculture, with many residents engaged in farming and related industries. Additionally, Millet benefits from its proximity to larger urban centers, providing residents with access to broader employment opportunities.

Millet's community services are well-developed, with a focus on enhancing residents' quality of life. The town offers educational facilities through its local schools, and healthcare needs are met by nearby hospitals and clinics. Millet is proactive in promoting environmental conservation and sustainable living, with initiatives aimed at reducing the community's ecological footprint and preserving its natural surroundings. The town's close-knit community and strategic location make it an ideal place for families and individuals seeking a rural lifestyle with convenient access to urban amenities.

Geography

The Town of Millet, located in central Alberta, is characterized by a mix of agricultural lands, rolling plains, and small forested areas. Situated along Highway 2A, Millet enjoys excellent connectivity to major transportation routes,

⁴ Millet, Census of Population 2021 <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=millet&DGUIDlist=2021A00054811011&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

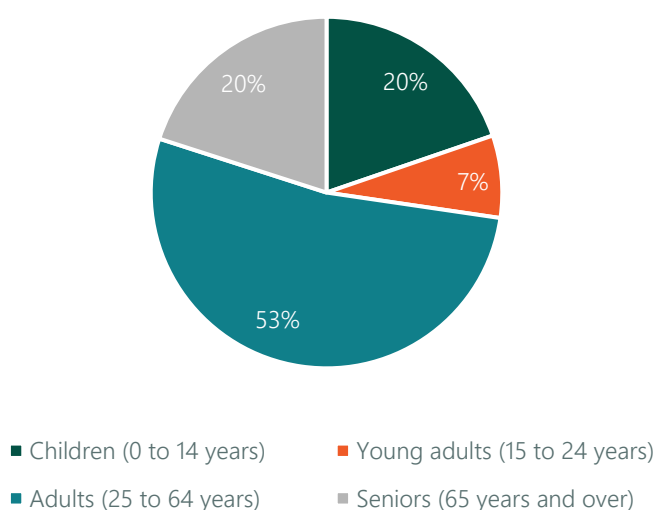
providing easy access to neighboring communities. The town is approximately 40 kilometers south of Edmonton and 15 kilometers north of Wetaskiwin, positioning it strategically within the region.

Millet's proximity to major highways facilitates efficient transportation of goods and services, supporting both local businesses and residents.

Population

The Town of Millet has a total population of 1,845 individuals. The population is distributed across various age groups, with the largest segments being those aged 15 to 64 years (60.4%) and those aged 0 to 14 years (19.8%).

FIGURE 4. PERCENTAGE OF POPULATION BY AGE CATEGORY (TOWN OF MILLET)



The breakdown of specific age groups is as follows:

- Children (0 to 14 years): 365 individuals, representing 19.8% of the population.
- Young adults (15 to 24 years): 140 individuals, making up 7.6% of the population.
- Adults (25 to 64 years): 975 individuals, accounting for 52.8% of the population.
- Seniors (65 years and over): 370 individuals, or 20.1% of the population.

The gender distribution shows a relatively balanced number of men (960) and women (890).

The average age of the population is 42.2 years, with a median age of 44 years. This indicates a slightly older population compared to the national average. The population of seniors (65 years and over) is considerable, reflecting an aging demographic within the town.

Indigenous Population

As outlined in the 2021 Census for the Town of Millet, the town has an Indigenous population of 165, making up 8.7% of the total population. This is higher than the provincial (6.8%) and national (5%) averages, and the second highest of the partner communities, following the City of Wetaskiwin.

The majority of the Indigenous population in the Town of Millet identifies as Metis comprising 60 individuals, or 4.5% of the total population. The First Nation population is the second largest Indigenous group, with 60 individuals,

accounting for 3.2% of the total population. There are also a small number of Indigenous people who do not identify as First Nations (North American Indian), Métis or Inuk (Inuit) but who report having Registered or Treaty Indian status and/or Membership in a First Nation or Indian band, making up 0.5% of the total population.

Diversity

6.1% of the Town of Millet population identifies as a visible minority. Of this population, many did not specify their identity, but of those who chose to identify the largest groups were Black individuals, making up 1.9% of the population and Filipino individuals, making up 1.9% of the population.

Education and Employment

In 2021, 69.7% of Town of Millet residents had at least a high school diploma, significantly lower than the Alberta average of 82.4% of the population. 33.9% of the population achieved a high school diploma as their highest level of education, 41.8% achieved a postsecondary certificate, diploma, or degree, and 7.9% achieved a bachelor's degree or higher. The unemployment rate in Wetaskiwin was 9.9%, lower than Alberta's rate of 11.5%.

In 2020, nearly 96.1% of Millet residents reported having an income, slightly higher than the provincial rate of 95.2%. The median individual income in Millet was \$41,600, and the average income was \$48,000, both significantly lower than Alberta's median of \$46,760 and average of \$60,850. On average, males in Millet earned 64.9% more than females.

The largest employment sector in Millet was trades, transport and equipment operators and related occupations, comprising 34.5% of the labor force, compared to 19.3% in Alberta.

1.4.5 Impact on Regional Policing

The geographic diversity of these areas, ranging from urban settings in the City of Wetaskiwin to the extensive rural landscapes of the County of Wetaskiwin and Camrose County, demands a multifaceted approach to policing. Wetaskiwin's strategic location along major highways and its proximity to Edmonton facilitate economic connections but also pose challenges related to the movement of people and goods, potentially increasing the risk of cross-jurisdictional crime. The rural expanses of the counties require effective resource allocation to cover large areas, ensuring timely responses to incidents despite the challenges of distance and terrain.

Demographically, the region's aging population, particularly in the County of Wetaskiwin and Millet, necessitates specialized services/programs to protect vulnerable seniors, who may be more susceptible to certain types of crime, including fraud and elder abuse. Conversely, significant vulnerable persons populations in the City of Wetaskiwin underscores the need for proactive measures to address issues such as social disorder, substance abuse, and mental health. The considerable Indigenous population in Wetaskiwin, and to a lesser extent in the surrounding areas, highlights the importance of culturally sensitive policing practices and collaboration with Indigenous leaders to build trust and effective communication.

Economically, the reliance on agriculture in the counties and the presence of diverse industries in the City of Wetaskiwin influence the types of crimes that may be prevalent. For instance, property crimes such as theft of equipment and fuel are likely more common in rural areas, requiring predictive policing, community participation and law enforcement resources to address effectively. The economic disparities between the municipalities, with lower median incomes and higher unemployment rates in some areas, can contribute to social tensions and necessitate tailored economic and social support strategies to complement policing efforts.

The varied levels of education across the region, with a notable percentage of residents lacking formal qualifications, may also impact community engagement with policing initiatives. Ensuring that communication and crime prevention programs are accessible and comprehensible to all residents is crucial.

Overall, the regional policing strategy must account for these geographic, demographic, and economic factors by promoting community-oriented approaches, leveraging technology for efficient resource allocation, and fostering strong partnerships with local organizations and community leaders. By addressing the specific needs and characteristics of each area, the policing strategy can enhance overall public safety and community resilience.

1.5 Overview of Upcoming Sections

To further enhance understanding of policing frameworks and to set the context for recommendations, the next sections delve into the broader context of policing in Canada and Alberta, followed by a detailed analysis of the current state of policing in Wetaskiwin and surrounding areas, strategic considerations, recommended strategies, resource models, key performance indicators, and a conclusion summarizing our findings and recommendations.

Section 2: Policing in Canada

In this section, we explore the national framework for policing in Canada. This includes an overview of the legislative framework, the structure and roles of various policing agencies, and key national strategies and initiatives. Understanding the Canadian policing landscape is essential because it provides the legal and operational backdrop against which local policing strategies are developed and implemented. It will highlight how federal policies and national trends influence local policing practices.

Section 3: Policing in Alberta

Following the national overview, this section focuses specifically on policing within Alberta. We examine the provincial legislative framework, the structure of policing agencies in Alberta, and key provincial initiatives and strategies. This section is particularly important as it provides a detailed look at the provincial policies, resources, and challenges that directly impact the Wetaskiwin/Camrose Detachment. By understanding the provincial context, we can better appreciate the constraints and opportunities for local policing and align our recommendations with provincial priorities and best practices.

Section 4: Current State of Policing in Wetaskiwin/Camrose Detachment

This section provides a detailed analysis of the current state of policing in Wetaskiwin and surrounding areas. It includes an examination of crime trends, police resources, community engagement efforts, and operational challenges. This analysis is critical as it forms the basis for identifying strengths and weaknesses in current policing practices, informing the development of targeted strategies for improvement.

Section 5: Strategic Considerations

In this section, we outline key strategic considerations for enhancing public safety and community well-being. This includes an exploration of best practices from other jurisdictions, innovative policing models, and stakeholder

feedback. These considerations provide a strategic framework for developing effective and sustainable policing strategies tailored to the unique needs of the Wetaskiwin/Camrose Detachment communities.

Section 6: Recommended Strategies

Based on the comprehensive review and analysis of the current state of policing, stakeholder engagement, and best practices, this section presents specific strategies for addressing the identified challenges and enhancing public safety. These recommendations are designed to be actionable and impactful, providing a clear roadmap for improving policing practices and community outcomes.

Section 7: Resource Models

This section provides projections for resource requirements, including police officers and civilian support staff, based on population growth and other factors. It offers a detailed analysis of how resources can be optimized to ensure efficient and effective service delivery. Understanding resource needs is essential for planning and budgeting, ensuring that the police force can meet the community's needs both now and in the future.

Section 8: Key Performance Indicators and Evaluation

To ensure the success of the recommended strategies, this section outlines a robust framework for monitoring and evaluation. It includes key performance indicators (KPIs) that will be used to measure the effectiveness and efficiency of the implemented strategies. Regular data collection, analysis, and reporting will provide insights into the success of the initiatives and inform continuous improvement efforts.

Section 9: Conclusion

The final section of the report summarizes the key findings and recommendations. It emphasizes the importance of collaboration, community engagement, and continuous improvement in achieving sustainable public safety outcomes. The conclusion also provides a call to action for stakeholders to work together in implementing the recommended strategies, ensuring a safer and more resilient community.

2 Policing in Canada

The Constitution Act (1982) outlines the distribution of powers between the federal and provincial governments in Canada. While the federal government is responsible for enacting criminal laws, the provinces are tasked with administering justice. Consequently, it is the responsibility of the provinces to ensure adequate policing within their jurisdictions.

Roles and Responsibilities of the Police

The primary functions of the police in Canada are to ensure citizen safety and enforce the law. These responsibilities can be categorized into four main areas:

1. **Crime Prevention:** Implementing measures to prevent criminal activities.
2. **Investigations:** Conducting inquiries to solve crimes.
3. **Enforcement:** Upholding and applying the law.
4. **Public Safety:** Protecting the public and maintaining order.

Policing in Canada operates at various levels: federal, provincial, First Nations, and municipal.

2.1 Federal Policing

The Royal Canadian Mounted Police (RCMP) is Canada's national police service and the largest single policing agency in the country. It enforces federal laws, investigates cross-jurisdictional financial and organized crime, protects national security, and ensures the safety of state officials and foreign dignitaries. Additionally, the RCMP provides frontline policing services under contract to all provinces and territories, except Ontario and Quebec⁵. It also serves more than 150 municipalities and over 600 Indigenous communities, making it the primary policing provider for much of Canada's geography and over 20% of the population.

The RCMP is also responsible for offering technical and support services to all Canadian police agencies. This includes operating the Canadian Police College and the Canadian Police Information Centre (CPIC). The RCMP provides specialized services such as Laboratory Services, the Canadian Firearms Program, and the National Child Exploitation Coordination Centre.

2.2 Provincial Policing

In Canada, provincial policing responsibilities are administered by the provincial governments. Independent provincial police services operate in Ontario, Quebec, and Newfoundland and Labrador, each maintaining its own police force

⁵ RCMP, "Contract Policing," [online] Available: <https://www.rcmp-grc.gc.ca/ccaps-spcca/contract-eng.htm>

to address provincial law enforcement needs. In contrast, the Royal Canadian Mounted Police (RCMP) is contracted to provide provincial policing services in the remaining provinces and territories.

Provincial policing includes but is not limited to:

- Policing Rural Areas and Small Municipalities
- Highway Patrol
- Police Communications Centres
- Criminal Intelligence
- Police Training
- Multi-Jurisdictional Investigative Teams
- Specialized Services
 - Emergency Response Teams
 - Explosives Disposal Units
 - Public Order Units
 - Police Dog Services
 - Forensics
 - Major Crimes/Serious Crimes
 - Air Services

2.3 Municipal Policing

Municipal policing in Canada is a fundamental part of the country's multi-tiered law enforcement system, focusing on maintaining public safety within specific municipalities. These local police services enforce municipal bylaws and provincial statutes, address day-to-day criminal activity, manage traffic enforcement, and respond to emergencies. Their duties are tailored to meet the unique needs of their communities, ranging from large urban areas with complex crime issues to smaller towns with limited resources.

Community policing is a key aspect, emphasizing proactive engagement with residents to prevent crime and maintain public order. Officers work to build trust, collaborate on problem-solving initiatives, and promote public safety through education and awareness programs. This approach helps foster strong community relationships and ensures responsive, locally focused law enforcement.

Municipal police services often collaborate with provincial and federal agencies on joint operations and share resources for specialized support. In Canada, most urban municipalities over 50,000 have their own police service, whereas many smaller urban municipalities contract their municipal policing to their respective Provincial Police Service (including the RCMP).

2.4 First Nations Policing

First Nations policing in Canada encompasses a mix of service provision by the RCMP, provincial police services, and increasingly, independent First Nations police services. While many First Nation communities are currently policed by the RCMP or provincial police, there is a growing trend toward establishing autonomous First Nations police services. These independent police agencies are typically funded through tri-party agreements involving the First Nation, the provincial government, and the federal government. Once established, First Nations police services operate as full-authority policing agencies, adhering to the same standards and regulations as other municipal police services within

their respective provinces. This shift towards self-administered policing allows First Nations communities to develop culturally relevant law enforcement practices and improve community relations while maintaining rigorous law enforcement standards.

2.5 Other Policing

In addition to municipal, provincial, and federal police services, Canada has several specialized police agencies with federal authority, granted outside the Criminal Code. Examples include the CP Rail Police and CN Rail Police, which employ officers authorized through the Railway Act. These officers have powers similar to those of their counterparts in municipal, provincial, and federal policing while operating within their specific jurisdictions. The Military Police is another such agency, providing law enforcement within the Canadian Armed Forces. These officers ensure the security and enforcement of laws within military installations and among military personnel. These specialized police agencies play crucial roles in maintaining safety and security in their respective domains, complementing the broader law enforcement landscape in Canada.

3 Policing in Alberta

In Alberta, the Government of Alberta, through the Ministry of Public Safety and Emergency Services (PSES), administers law enforcement standards and oversight, ensuring adequate and effective policing throughout the province⁶. Various police services and agencies perform law enforcement roles, governed by different pieces of legislation and agreements, with responsibilities at the federal, provincial, and municipal levels.

The City of Wetaskiwin has signed a Municipal Police Service Agreement (MPSA) with the Government of Canada, allowing the RCMP to provide their policing services. Similarly, (46) other municipalities in Alberta have entered into such agreements. The County of Wetaskiwin, Camrose County, and the Town of Millet are policed by the Provincial Police Service, which is also the RCMP, through a Provincial Police Service Agreement (PPSA) between Alberta and Canada.

Eight municipalities in Alberta have established independent municipal police services: Edmonton, Calgary, Lethbridge, Grande Prairie, Medicine Hat, Lacombe, Camrose, and Taber. Additionally, three First Nations communities in Alberta have their own self-administered police services: Blood Tribe Police Service, Lakeshore Regional Police Service, and Tsuut'ina Nation Police Service. The Siksika Nation is also in the process of transitioning to establish their own self-administered police service.

3.1 Legislation

The *Police Act*, the *Municipal Government Act*, as well as the federal *RCMP Act* provide the legislative framework for policing in the Province of Alberta.

3.1.1 Municipal Government Act

Municipalities in Alberta operate under the *Municipal Government Act* (MGA), which requires municipal councils to ensure policing services for their communities. The options for providing these services are outlined in the *Police Act*.

Council Authorities

Under the MGA, municipal councils have the authority to:

- **Bylaws:** Councils can create bylaws for various municipal purposes, including ensuring the safety, health, and welfare of people, as well as the protection of property.
- **Create Offences:** Councils can establish offences related to the bylaws they pass.

Bylaw Enforcement

Municipalities may enforce their bylaws by appointing Bylaw Enforcement Officers. Key aspects include:

⁶ Province of Alberta (2013). Safe and Strong Communities – Law Enforcement in Alberta. Justice and Solicitor General

- **Appointment:** The council must appoint Bylaw Enforcement Officers through a bylaw, specifying their powers and duties. A person who is appointed as a Bylaw Enforcement Officer is, in the execution of enforcement duties, responsible for the preservation and maintenance of public peace.
- **Duties:** These officers are responsible for enforcing municipal bylaws, maintaining public peace, and ensuring compliance with local regulations.

By ensuring these provisions, municipal councils play a crucial role in maintaining order and safety within their communities.

3.1.2 Alberta Police Act

The *Police Act* defines how policing and the administration of policing operate in Alberta. It outlines the responsibilities of the minister, the government, and municipalities for policing, including setting the population threshold at which a municipality must provide its own municipal police service. The Act offers several options for these services.

The legislation covers various aspects of policing, including:

- Law Enforcement Review Board (Part 2)
- Police Services and Commissions (Part 3)
- Police Officers (Part 4)
- Complaints and Discipline, including the Alberta Serious Incident Response Team (ASIRT) (Part 5)
- General Provisions Covering Lock-up Facilities, Impersonating a Police Officer, and Other Miscellaneous Matters

Alberta Police Services and officers operate under the direction of the Minister of Public Safety and Emergency Services in matters related to justice administration and the *Police Act*.

Municipal Responsibilities

Rural municipalities and urban areas with a population under 5,000 are by default policed by the Provincial Police Service (RCMP). These municipalities are charged a contribution rate of up to 30% of their policing costs in accordance with the Alberta Police Funding Model. These communities may opt for alternative policing methods but they would be responsible for all associated costs.

Cities, towns, and hamlets with populations over 5,000 must provide their own police services. Municipalities with populations over 5,000 can choose from a:

- Stand-Alone Police Service
- Regional Police Service
- Contracting with an Existing Police Service
 - If the municipality has historically been policed by the RCMP on a continuous basis, that community is eligible to enter or continue a Municipal Police Service Agreement (MPSA).
 - The cost share for municipalities with a population between 5,000 and 14,999 is 70% municipal and 30% Canada.
 - The cost share for municipalities with a population over 15,000 is 90% municipal and 10% Canada.

- Any municipality who is not currently policed by the RCMP but wish to do so will be responsible for 100% of the cost.

Police Service Regulation

The *Police Service Regulation*, made pursuant to the *Police Act*, governs the discipline and performance of police officers. It addresses:

- Competency and Probationary Periods
- Misconduct and Relief from Duty
- Counseling, Time Limits, Statements, and Evidence
- Hearings and Punishment

This framework ensures that policing in Alberta is well-regulated and meets the needs of various communities across the province.

3.1.3 Royal Canadian Mounted Police Act

The *Royal Canadian Mounted Police Act* (RCMP Act) establishes the Royal Canadian Mounted Police (RCMP) as Canada's national Police Service and outlines its organizational structure, powers, duties, and functions. Enacted in 1985, the Act provides the legal framework for the operation of the RCMP, detailing the roles and responsibilities of RCMP officers, including law enforcement, national security, and public safety duties. It includes provisions for the appointment and conduct of officers, disciplinary measures, and oversight mechanisms. Additionally, the Act establishes the Civilian Review and Complaints Commission, which handles public complaints against the RCMP to ensure accountability and transparency.

3.1.4 Peace Officer Act

The *Peace Officer Act* establishes the framework for the roles and responsibilities of peace officers in Alberta. It allows different levels of government to obtain peace officer status for community safety and specialized law enforcement needs. The Act outlines the authorization process for employers, the appointment of peace officers, and the duties they are permitted to perform. It also includes provisions for the suspension or cancellation of appointments, employer liabilities, and the role of the Director of Law Enforcement. Furthermore, it mandates oversight mechanisms and processes for public complaints to ensure accountability and transparency in the operations of peace officers.

Peace officers under this Act have varying duties, such as commercial vehicle enforcement, animal control, and enforcement related to public consumption of liquor and cannabis. They support community safety by complementing the work of police officers in enforcing specific laws and regulations.

3.1.5 Police Amendment Act

In December 2022, the Minister of Public Safety and Emergency Services introduced Bill 6, the *Police Amendment Act* (PAA) which subsequently received Royal Assent on December 15, 2022. The PAA introduces significant reforms aimed at enhancing the transparency, accountability, and civilian involvement in policing within the province. Here are the key changes:

- 1 Theoretical Framework and Guiding Principles:** The Act establishes a theoretical framework for policing, emphasizing public safety, trust, and proper oversight. It includes guiding principles such as ensuring safety and security, safeguarding fundamental rights, promoting cooperation between police and community, and recognizing First Nations' history and traditions. The guiding principles include:
 - i. Policing should be guided by the need to ensure the safety and security of all persons and property in Alberta.
 - ii. Policing should safeguard the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms, and the Alberta Human Rights Act.
 - iii. There should be co-operation between the providers of police services and members of the communities they serve.
 - iv. When providing policing services to the public, it is desirable for police officers to consider the health-related situations, conditions or impediments affecting an individual.
 - v. It is desirable that policing services be provided in a manner that recognizes the history and cultures of First Nations, Inuit and Métis peoples in Alberta.
 - vi. Police services should strive to reflect the pluralistic character of society and the communities they serve.
 - vii. Police officers at all levels should promote a culture of accountability within their roles as police officers.
 - viii. Policing complaint processes should be objective and transparent and should promote public confidence in the complaints process.
- 2 Increased Civilian Oversight:** Among the changes are several new mandated structures for civilian oversight into policing:
 - I. Communities with a population of under 15,000 policed by the RCMP with a Municipal Police Service Agreement (MPSA) will be represented by regional policing committees but will have the option to form their own municipal policing committee.
 - II. Communities with a population over 15,000 that are policed by the RCMP with an MPSA will be required to establish municipal policing committee.
 - III. Communities policed by the RCMP under a Provincial Police Service Agreement (PPSA) will be represented by a Provincial Police Advisory Board consisting of up to 15 members, including representatives from First Nations and Métis communities. This board will play an advisory role in policing matters across Alberta.
- 3 Police Review Commission (PRC):** One of the most notable changes is the creation of the PRC, an independent agency responsible for handling police disciplinary complaints. This body aims to ensure that investigations into police misconduct are conducted independently, enhancing public trust in the process. The PRC will manage complaints involving serious injuries, deaths, and other serious or sensitive matters.

These reforms are designed to modernize Alberta's policing framework, ensuring it meets contemporary standards of accountability and community involvement.

3.2 Civilian Oversight and Governance

Maintaining the delicate balance between the independence and authority of law enforcement and their accountability to the public and civilian authorities is essential for a democratic society. Oversight bodies must ensure that police can conduct investigations and maintain order without undue influence while being accountable to the public.

The forms in which civilian oversight is provided depends on who delivers policing services to the municipality. If a municipality has an independent police service or regional police service, they are required to have a police commission. Whereas a municipality who is policed by the RCMP will have oversight from either the Provincial Police Advisory Board or a Policing Committee. Members of a police commission or policing committee are usually citizens from the local community but often include a small number of city employees and/or council members. If no policing committee is established in an RCMP policed municipality, the MPSA identifies the mayor as the de facto oversight body.

3.2.1 Police Commissions, Policing Committees and Police Advisory Board

Municipal Police Commissions

Under the *Police Act*, municipalities with a municipal police service must establish and maintain a municipal police commission. This ensures effective oversight and accountability of local law enforcement.

The commission must have between 3 and 12 members. For commissions with 4 or fewer members, only one may be a member of the council or a municipal employee. For commissions with 5 or more members, up to two members can be from the council or be municipal employees. The municipal council is responsible for appointing commission members and setting operational rules.

The key functions of a Police Commission include:

- i. **Budget Preparation:** In consultation with the chief of police, the commission prepares an annual budget for the funds required for the upcoming fiscal year and submits such to the municipal council for approval.
- ii. **Fund Allocation:** Allocates budget funds provided by the municipal council to ensure efficient and effective policing.
- iii. **Policy Establishment:** Establish policies for efficient and effective policing.
- iv. **Operational Oversight:** Ensures that sufficient personnel are employed to carry out the functions of the police service and monitors the implementation of the policies and plans established by the commission.
- v. **Public Concerns:** Communicate the public's interests and concerns to the officer in charge.
- vi. **Appointments:** Appoint a chief of police (subject to the council's approval); and appoint a public complaint director to receive complaints against police.

Regional Police Commissions

The *Police Act*, states that parties who enter into an agreement to establish a regional police service must also establish a regional police commission. The role and responsibilities of a regional police commission are the same as those for a municipal police commission.

Policing Committees

The establishment of policing committees allows municipalities that have contracted the RCMP for their municipal police service to oversee the Municipal Police Service Agreement (MPSA) and represent the interests of the council to the police officer in charge. Unlike stand-alone municipal police services, the civilian oversight of RCMP municipal policing services is more limited, as the RCMP is bound by federal legislation and policies. Consequently, policing committees face significant constraints compared to police commissions.

The key functions of a Policing Committee include:

- i. **MPSA Administration:** Oversee the administration of the Municipal Police Service Agreement.
- ii. **Officer Selection:** Assist in selecting the officer in charge of the police service.
- iii. **Council Communication:** Communicate the council's interests to the officer in charge.
- iv. **Yearly Plan:** Develop a yearly plan outlining policing priorities and strategies, with input from the officer in charge.
- v. **Implementation Consultation:** Consult with the officer in charge on how to implement the yearly plan.
- vi. **Public Concerns:** Communicate the public's interests and concerns to the officer in charge.
- vii. **Complaint Resolution:** Help the officer in charge resolve public complaints.
- viii. **Public Complaint Director:** Appoint a director to receive complaints against the police.

Policing committees are not involved in the daily operations of police services; this is the responsibility of RCMP detachment commanders.

Provincial Police Advisory Board

The Provincial Police Advisory Board was established to enhance civilian oversight and community involvement in policing across the province. Initially created as the Alberta Police Interim Advisory Board (APIAB) in 2020, its role was to develop the structure, scope, and governance documents for the permanent advisory board. This board is now being implemented in two phases, starting with the interim board providing recommendations on provincial policing priorities and governance structures.

The key functions of the Provincial Police Advisory Board include:

- i. **Advisory Role:** The board consists of up to 15 members, including at least one First Nation and one Métis member, providing advice rather than direct regulatory oversight. It aims to represent the interests of small and rural communities served by the RCMP under the Provincial Police Service Agreement (PPSA).
- ii. **Policing Priorities:** The board plays a critical role in setting policing priorities, ensuring that community needs and concerns are reflected in provincial policing strategies.
- iii. **Community Safety Plans:** The board collaborates with local communities to develop and review community safety plans, promoting greater civilian involvement in policing decisions and policy development.
- iv. **Reporting and Accountability:** The board ensures that police services report annually on their progress in meeting community safety goals and maintaining public trust.
- v. **Governance and Oversight:** By working with the Alberta Justice and Solicitor General, the board helps establish transparent and accountable policing practices, enhancing public confidence in law enforcement.

3.2.2 Director of Law Enforcement

The Director of Law Enforcement is usually the Assistant Deputy Minister of the Public Security Division of the Ministry of Public Safety & Emergency Services. The Director is responsible for specific activities related to the monitoring of police services and commissions. The duties of the Director are outlined in section 8 of the *Police Act*.

Section 8 lists the following duties of the Director:

- Monitoring Police Services to ensure that adequate and effective policing is maintained both municipally and provincially.
- Monitoring the handling by chiefs of police and commissions of complaints.
- Developing and promoting crime prevention and restorative justice programs.
- Developing and promoting programs to enhance professional practices, standards and training for police services, commissions, and policing committees; and assisting in the co-ordination of policing services

3.2.3 Law Enforcement and Oversight Branch

This branch within the Public Security Division, reports to the Director of Law Enforcement, and develops standards and oversees police and public security services. Their activities include:

- Creating Law Enforcement Standards and Conducting Audits
- Operating an Investigative Services Team
- Managing the Peace Officer Program
- Managing Security Services and Investigators Program
- Managing the RCMP Provincial Police Service Agreement
- Managing the Indigenous Policing Program
- Supporting and training police commissions and RCMP policing committees

Policing Oversight Standards for Policing Committees and Commissions

The Policing Oversight Standards (Standards) are administered under the authority of the *Police Act*. The Standards were developed in consultation with policing oversight agencies and the Alberta Association of Police Governance (AAPG). The purpose of the Standards is to facilitate the provision of adequate and effective policing through community oversight.

To meet the Standards, Policing Committees and Police Commissions should develop and meet policy in the following areas:

1. Framework

- | | |
|---------------------------|--------------------|
| • Intent | • Vision Statement |
| • Legislative Obligations | • Values |
| • Mission Statement | |

2. Policies for the Commission

- | | |
|--|------------------------------------|
| • Selection and Appointment of Members | • Commission Personnel |
| • Commission Responsibilities | • Formation of Committees |
| • Policy Review | • Legal and Professional Services |
| • Commission Member Conduct | • Meetings |
| • Conflict of Interest | • Records Management and Access to |

- Renumeration
- Orientation of New Members
- Roles and Responsibilities of Chairs
- Role of the Public Complaint Director
- Information
- Communication
- Commission Annual Plan
- Complaints

3. Policies for Governance and Oversight of the Police Service

- Approach to Policing
- Management of the Police Service
- Jurisdiction
- Personnel
- Reporting
- Financial
- Police Service Policies

Alberta Provincial Policing Standards

The Alberta Provincial Policing Standards are intended to ensure that police services across the province are delivered effectively, efficiently, and impartially to all persons, and conducted in a manner that maintains the trust and respect of the public. Topics covered in the manual include roles and responsibilities, organizational management, personnel administration, and support services.

The complete list of standards includes:

1. Roles and Responsibilities

- Statement of Principles
- Adequacy and Effectiveness
- Guideline and Directives
- Shared Services and Liaison with Other Agencies
- Overseeing Police Services
- Accountability

2. Organizational Management

- Community Policing
- Organization and Direction
- Planning
- Financial Management
- Internal Audits

3. Personnel Administration

- Recruitment
- Selection of Members
- Training
- Performance Evaluation
- Promotion
- Grievances
- Professional Standards
- Employment Conditions
- Volunteers

4. Operations

- Crime Prevention
- Traffic
- Patrol
- Motor Vehicle Pursuit
- Criminal Intelligence
- Bringing Evidence Before the Court
- Disaster/Contingency Planning
- Use of Force
- Intimate Partner Violence
- Sexual Violence

5. Support Services

- Victim/Witness Assistance
- Communications
- Crime Analysis
- High Risk Incident Response Units
- Forensic Identification Services
- People in Custody
- Transportation of People in Custody
- Records
- Management of Evidence and Property in Police Control
- Facilities and Equipment
- Media Relations

3.2.4 Law Enforcement Review Board

The Law Enforcement Review Board (LERB) is an independent, quasi-judicial tribunal established under the *Police Act*. As a public agency, it must comply with the *Public Agency Governance Act*.

Public Complaints Process

In Alberta, police officers serving with a municipal or First Nations police service are subject to a public complaints process through the *Police Act*. Initially, the chief of police is responsible for handling such complaints. However, if individuals are dissatisfied with the chief's disposition of their complaint, they may appeal to the LERB. The Board also hears appeals from police officers regarding disciplinary findings or actions taken against them due to a complaint.

Powers and Limitations

The LERB has several powers but also certain limitations:

- **Powers:** The Board can vary the chief's decision, adjust the punishment of an officer, direct the chief to reinvestigate, conduct a disciplinary hearing, lay a charge under the Alberta Police Service Regulations, or take any other action deemed appropriate.
- **Limitations:** The LERB cannot award compensation or withdraw criminal charges.

Hearing Process and Decisions

LERB appeal hearings are typically public, and the decisions made by the LERB are final unless it appears the Board has misinterpreted the law, in which case the decision can be appealed to the Court of Appeal within 30 days, subject to the court's permission.

Composition and Accountability

The Board is composed of at least three members appointed by the Lieutenant Governor in Council for a term of up to three years. The Chair, who must be an active member of the Law Society of Alberta, is accountable to the Minister of Public Safety and Emergency Services. The Minister, in turn, reports to the Legislature regarding the LERB's operations.

3.2.5 RCMP Civilian Review and Complaints Commission

The public complaint process for the RCMP is distinct from that for standalone municipal and First Nations police services in Alberta. Governed by the *Royal Canadian Mounted Police Act (RCMP Act)*, it involves the Civilian Review and Complaints Commission (CRCC), an independent agency established by the Canadian Parliament to examine complaints against RCMP members.

CRCC Structure and Appointment

The CRCC consists of a chairperson and up to four other members, appointed by the Governor General in Council. This structure ensures the commission's independence and impartiality in handling complaints against RCMP officers and civilian employees.

Filing a Complaint

Any individual can file a complaint regarding the conduct of an RCMP member. Complaints can be submitted to:

- The Public Complaint Director of the relevant Policing Committee (if one exists).
- The Local Detachment Commander.
- The Provincial Public Complaint Director.
- Directly to the CRCC.
- Complaints must be submitted in writing within one year of the incident.

Complaint Review Process

- Initial Investigation:** The RCMP initially investigates complaints. If the complainant is dissatisfied with the RCMP's investigation, they can appeal to the CRCC.
- CRCC Review:** The CRCC reviews the complaint, the RCMP's response, and other relevant materials such as witness statements, transcripts, police reports, and RCMP policies and procedures.
- Further Investigation or Public Hearing:** If necessary, the CRCC may conduct further investigations or hold a public hearing, usually in the community where the complaint arose. Hearings are generally open to the public.
- Report and Recommendations:** After the review, the CRCC prepares a report with findings and recommendations, which are legally non-binding. The commission informs the complainant of the results.

Independent and Public Interest Investigations

The CRCC Chair has the authority to initiate a complaint independently if there are reasonable grounds to investigate the conduct of an RCMP member. Additionally, the Chair can launch a public interest investigation into incidents already in the public domain.

Ministerial Reviews

At the request of the Minister of Public Safety and Emergency Services, or on its own initiative, the CRCC can conduct reviews of specified RCMP activities and provide reports to both the minister and the RCMP Commissioner.

3.3 Provincial Police Service Agreement

The Province of Alberta has constitutional jurisdiction over the administration of justice, which includes the responsibility for providing policing services to municipalities with populations of 5,000 or less (towns, villages, and summer villages), as well as all municipal districts and counties.

RCMP Contract and Responsibilities

Alberta fulfills its policing responsibilities by contracting the RCMP through a Provincial Police Service Agreement (PPSA). This agreement, a contract between the Province and the Government of Canada, authorizes the RCMP to perform the duties of the provincial police service.

Scope of RCMP Policing

The RCMP serves as the national police service, maintaining a federal presence across all of Canada's provinces and territories. Eight provinces and three territories, including Alberta, have Provincial Police Service Agreements with the RCMP. Under the PPSA, the RCMP provides policing services to hundreds of municipalities, First Nations communities, and Métis Settlements.

RCMP Provincial Responsibilities

Under the PPSA, the RCMP's provincial responsibilities include:

- **Preserving Peace:** Protecting life and property, preventing crime and offences against federal and provincial laws.
- **Apprehending Offenders:** Arresting criminals, offenders, and others who may lawfully be taken into custody.
- **Executing Warrants:** Implementing federal and provincial warrants.

Strategic Policing Priorities

The RCMP K Division Commanding Officer operates under the direction of the provincial Minister of Justice and Solicitor General. The minister sets the objectives, priorities, and goals of the provincial police service. The current strategic priorities outlined in the 2018-2024 Joint Business Plan between the RCMP and Justice and Solicitor General are:

- i. Crime Reduction
- ii. Indigenous Communities
- iii. Road Safety
- iv. Community Engagement and Safety
- v. Terrorism Awareness and Prevention

Cost Sharing and Agreement Terms

The costs associated with provincial policing under the PPSA follow a cost-sharing model, with Alberta paying 70% and the Government of Canada subsidizing the remaining 30%. The current PPSA, effective from April 1, 2012, is set to expire on March 31, 2032. The agreement can be extended or renewed, and may be terminated on March 31 of any year, provided notice is given at least 24 months prior to the intended termination date.

3.3.1 Alberta Police Funding Program

The Alberta Police Funding Program outlines the maximum municipal contributions for police funding. Under the current Police Funding Model (PFM), implemented in 2020, municipalities are required to contribute a percentage of their policing costs, which increases over time:

- **2020:** 10% of the costs
- **2021:** 15% of the costs
- **2022:** 20% of the costs
- **2023 and 2024:** 30% of the costs

This model applies to all municipalities with populations under 5,000 and all rural municipalities. The costs are calculated based on a formula that considers equalized assessment, population, and factors such as shadow populations, crime severity index, and proximity to RCMP detachments.

3.3.2 Municipal Police Service Agreements

Complimenting the Provincial Police Service Agreement (PPSA) are Municipal Police Service Agreements (MPSA). Under Section 20 of the *Royal Canadian Mounted Police Act*, the Minister of Public Safety and Emergency Preparedness may enter an arrangement with any municipality in a province for the use or employment of the RCMP in aiding the administration of justice. A total of 47 municipalities in Alberta have entered into a MPSA with the RCMP.

Cost-Sharing Model

Municipalities with populations between 5,000 and 15,000, such as the City of Wetaskiwin, are charged 70% of the total policing cost, with the Government of Canada subsidizing the remaining 30%. In contrast, municipalities with populations over 15,000, such as Red Deer, are charged 90% of the total cost, with the federal government covering the remaining 10%.

Requirements and Responsibilities

As mandated by the *Police Act*, municipalities with populations over 5,000 must provide policing services for their residents. To fulfill this requirement, the City of Wetaskiwin has signed an MPSA with the Government of Canada, authorizing the RCMP to act as the municipal police service. This agreement is similar to the PPSA and outlines the general services, roles, responsibilities, and financial obligations for local policing.

Local Engagement and Input

The MPSA provides for local engagement and input in setting the objectives, priorities, and goals of RCMP contract policing, aligning with the annual RCMP planning cycle. It specifies the services the RCMP will and will not provide to the municipality and delineates the support and resources the municipality will provide to the RCMP, such as support staff and accommodations.

Agreement Duration and Termination

The current MPSA came into effect on April 1, 2012, and will remain in effect until March 31, 2032. Either party may terminate the agreement on March 31 of any year by giving notice at least 24 months before the intended termination date.

3.4 Supporting Agencies

3.4.1 Alberta Law Enforcement Response Teams

Established by the Province in 2006, the Alberta Law Enforcement Response Teams (ALERT) is a not-for-profit Part 9 company designed to combat organized and serious crime across Alberta. ALERT operates independently and at arm's length from the provincial government, funded primarily through provincial arrangements, grants, and commitments, with additional funding from the Government of Canada.

Governance and Structure

ALERT is governed by a Board of Directors responsible for setting its high-level strategic direction. The Board includes:

- The Alberta Chiefs of Police.
- The Commanding Officer of RCMP K-Division.
- The Assistant Deputy Minister, Justice and Solicitor General.

The Board appoints a Chief Executive Officer (CEO), who must be a sworn police officer of the rank of Superintendent.

Additionally, ALERT has a Civilian Advisory Committee established in April 2018 to enhance community engagement and stakeholder relations. This committee includes representatives from:

- The Alberta Association of Police Governance.
- Alberta Municipalities.
- The Rural Municipalities of Alberta.

Key Functions and Priorities

ALERT's mandate is to combat organized and serious crime such as drug trafficking, gang violence, and child exploitation. Its four public safety priorities are:

- **Promote Intelligence-Led Policing:** Using data and intelligence to guide policing efforts.
- **Disrupt and Dismantle Organized Crime:** Targeting criminal organizations to reduce their impact.
- **Reduce Harm and Help Vulnerable Victims:** Focusing on protecting and supporting those affected by crime.
- **Enhance Law Enforcement Capacity:** Providing training and resources to law enforcement agencies.

Operational Areas

ALERT operates through several specialized units, each focused on specific areas of crime:

- **Organized Crime and Gang Teams:** Located in multiple cities, these teams address organized and serious crime in both urban and rural areas.
- **Internet Child Exploitation (ICE) Unit:** Investigates the online sexual exploitation of children.
- **Criminal Intelligence Service Alberta (CISA):** Acts as a hub for strategic analysis and intelligence sharing on serious and organized crime.

- **Alberta Specialized Law Enforcement Training (ASLET):** Provides specialized training to enhance the capabilities of law enforcement personnel.

Funding and Reporting

ALERT's funding model consists of:

- **30% Federal Funding:** Provided by the Government of Canada.
- **70% Provincial Funding:** Covered through provincial arrangements, grants, and commitments.

Corporate administrative costs are borne by ALERT, with partner agencies contributing officers at no cost. Alberta supports ALERT with an annual grant, paid quarterly. ALERT is required to provide quarterly reports and an annual business plan to the Province for review and approval.

3.4.2 Alberta Serious Incident Response Teams

The Alberta Serious Incident Response Team (ASIRT) was established by the Government of Alberta to investigate serious incidents involving police officers. ASIRT operates independently from both the provincial government and police agencies to ensure impartiality and integrity in its investigations.

Leadership and Structure

ASIRT is led by a civilian executive director, who is a lawyer. The organization operates as a 'hybrid' team, combining provincial civilian investigators and seconded police officers from various police services across Alberta. This blend of expertise allows ASIRT to conduct thorough and unbiased investigations.

Jurisdiction and Authority

Under the *Police Act*, ASIRT is authorized to investigate the conduct of police officers in Alberta when it may have caused death, serious injury, or led to serious or sensitive allegations of misconduct. ASIRT has province-wide jurisdiction and can investigate officers from all municipal and Indigenous police services, as well as the RCMP.

Notification and Assignment Process

According to Section 46.1 of the *Police Act*, when an incident involves the serious injury or death of a person potentially resulting from police actions, or involves sensitive allegations of police misconduct, the Chief of Police or the Commanding Officer of RCMP K-Division (or their designate) must notify the Director of Law Enforcement (DLE) as soon as practicable. The DLE may then:

- Assign ASIRT as the Lead Investigative Agency:** ASIRT takes full responsibility for investigating the incident.
- Task ASIRT to Oversee an Investigation:** ASIRT oversees an investigation conducted by a police service.
- Review RCMP Investigations:** ASIRT reviews investigations conducted by the RCMP.
- Dual Role:** ASIRT can act both as the investigation overseer and reviewer.

Complaint Handling

ASIRT does not accept complaints directly from the public. Instead, all public complaints must be submitted to the involved police service. ASIRT only handles cases assigned by the DLE, ensuring that its focus remains on the most serious and sensitive incidents.

3.5 Public Security Peace Officer Program

The Public Security Peace Officer Program (Program) in Alberta is unique in Canada, providing various levels of government the opportunity to obtain peace officer status to enhance community safety or address specialized law enforcement needs. This program operates under the *Peace Officer Act* (Act), which allows the Government of Alberta to designate agencies and individuals with peace officer status for specific job functions.

3.5.1 Legislative Framework

The legislation governing peace officers includes:

- ***Peace Officer Act* (Act)**
- ***Peace Officer Regulation* (POR)**
- ***Peace Officer (Ministerial) Regulation* (POMR)**

These laws provide the necessary guidelines for agencies to understand operational and administrative practices and procedures.

3.5.2 Administration and Oversight

Peace officers enhance law enforcement flexibility in Alberta by offering a spectrum of personnel with varying levels of training and authority. This approach acknowledges that many enforcement tasks, such as regulatory compliance, do not necessitate the involvement of highly trained, armed police officers. Utilizing peace officers for these duties allows police officers to concentrate on more complex and serious criminal activities. Over 500 Community Peace Officers (CPOs) are employed across Alberta, serving in more than 120 municipalities and counties, automated traffic enforcement programs, police services, hospitals, animal protection agencies, and post-secondary institutions.

The overall authority for the Program lies with Alberta Public Safety and Emergency Services, as stipulated in the Act. The Public Security Division, under the Assistant Deputy Minister/Director of Law Enforcement (referred to as the Director), administers the Program. The Director's role is to protect the public interest, ensuring effective and appropriate enforcement is carried out in accordance with legislative and policy frameworks. Specific duties and responsibilities outlined in the Act, Regulations, or Policy may be delegated by the Minister of Public Safety and Emergency Services to the Director and subsequently to employees of the Public Security Division.

Peace Officers are classified into four levels under the *Peace Officer Act*, each performing a variety of duties essential for maintaining law and order in the province.

3.5.3 Alberta Peace Officers

Alberta Peace Officers are classified into two levels under the *Peace Officer Act*, each performing a variety of duties essential for maintaining law and order in the province.

Alberta Peace Officer - Level 1

Level 1 Peace Officers are employed by Alberta Public Safety and Emergency Services. They receive approved training and possess the authority to enforce various federal and provincial statutes, including:

- **Traffic Violations:** Enforcing traffic laws on Alberta highways, including impaired driving and commercial vehicle compliance.
- **Fisheries and Wildlife Statutes:** Investigating and enforcing laws related to fish and wildlife.

- **Surveillance for SCAN:** Conducting surveillance for the Safe Communities and Neighborhoods (SCAN) program.
- **Prisoner Transport and Court Security:** Handling the transportation of prisoners and maintaining security in courthouses.
- **Protection Services:** Providing protection for the Premier, Lieutenant Governor, VIPs, and other individuals as deemed necessary.
- **RAPID Response:** May also hold authority under the Rural Alberta Provincial Integrated Defence (RAPID) Response program. Under the RAPID Response program, certain Alberta peace officers, such as Fish and Wildlife Enforcement and Highway Patrol Sheriffs, are granted additional authorities to support the RCMP. These enhanced authorities enable peace officers to perform a broader range of enforcement duties, contributing to more comprehensive coverage in rural areas.

Alberta Peace Officer - Level 2

Alberta Peace Officers classified as Level 2 are employed by the Government of Alberta or the Government of Canada. These officers possess specialized knowledge related to the enforcement and compliance with federal and provincial legislation. Their duties encompass a wide range of activities including:

- **Investigations and Inspections:** Conducting thorough investigations and inspections to ensure compliance with relevant laws and regulations.
- **Conservation Officers:** Uniformed conservation officers fall under this classification and are responsible for enforcing laws related to wildlife and natural resources.
- **Authority to Carry Firearms:** Some Level 2 peace officers such as conservation officers have the authority to carry firearms or other weapons, granted through specific enactments other than the *Peace Officer Act*.

Training Requirements

Both Level 1 and Level 2 Peace Officers undergo specialized training to equip them with the skills necessary to perform their duties effectively. Level 1 officers, such as those in the Sheriffs Branch, receive comprehensive training that includes the use of firearms, whereas Level 2 officers focus on regulatory compliance and do not carry firearms.

3.5.4 Community Peace Officers

Community Peace Officers (CPO's) perform a range of duties at the community level. Their duties vary in nature and scope depending on the specific needs and priorities of the communities they serve. There are also two levels of CPO.

Community Peace Officer - Level 1

Level 1 Community Peace Officers in Alberta are employed by municipalities, counties, and quasi-government agencies responsible for ensuring a safe and secure environment for public and private property. Their roles include the enforcement of various provincial statutes tailored to the needs of their community or agency.

Examples of Employment:

- Municipal Enforcement Departments.
- Transit Security Agencies operated by Municipalities.

- Some Post-Secondary Institutions.
- Health Services Agencies employing Enforcement/Security Personnel.

Key Responsibilities

i. Provincial Statute Enforcement:

Including but not limited to:

- Traffic Laws
- Liquor and Cannabis Laws
- Animal Welfare Laws
- Environmental Protection Laws
- Trespass Laws

ii. Additional Designations:

- Community Peace Officers may also hold separate designations under other provincial statutes, such as bylaw enforcement officers under the *Municipal Government Act*.

iii. Enhanced Authorities

Level 1 Community Peace Officers may be granted enhanced authorities to provide additional services to the community, supplementing the services provided by the police. These enhanced authorities are given with the consent and participation of the police service of jurisdiction, either the Chief of Police for municipal/Indigenous police services or the Commanding Officer of K-Division for the RCMP. Specific enhanced authorities include:

Non-Urgent Community Calls:

- Authority under the Criminal Code for offences such as 'Theft not exceeding \$5000' and 'Mischief not exceeding \$5000'.

Criminal Code Warrants:

- Ability to arrest and release individuals unless a Judicial Interim Release hearing is required.

Motor Vehicle Collisions:

- Authority to investigate and submit reports involving non-injury motor vehicle collisions.

These enhanced authorities are only granted after the completion of specified and approved training programs.

Training Requirements

Level 1 Community Peace Officers must successfully complete training programs approved by the Public Safety and Emergency Services Training Academy. The training ensures they are well-prepared to handle the diverse responsibilities and enhanced authorities associated with their role.

Community Peace Officer Level 2 in Alberta

Level 2 Community Peace Officers fulfill various administrative roles or those with a narrow focus, rather than front-line uniformed enforcement. Their duties often support the broader law enforcement efforts without engaging in direct public interactions typical of uniformed officers.

Examples of Employment:

- **Exhibit Custodians:** Managing evidence and exhibits for police services.
- **RCMP Detachment Clerks:** Providing administrative support within RCMP detachments.
- **Cell Guards:** Monitoring detainees in holding cells.
- **Automated Traffic Enforcement Operators:** Operating systems that monitor and enforce traffic regulations through automated means.

Uniform and Vehicle Regulations

i. Uniform Requirements:

- **No Uniform Requirement:** Level 2 CPOs are not required to wear uniforms. However, if employers choose to develop uniforms, they must comply with regulations.
- **Uniform Design Restrictions:** Employers must ensure that uniforms do not resemble police uniforms or peace officer uniforms in a way that could mislead the public. Uniform designs must adhere to Section 54(2) of the *Police Act* and be approved by the Director. Photos of uniforms, where applicable, must be provided to the Program for approval.

ii. Vehicle Restrictions:

- Level 2 CPOs are not permitted to drive marked patrol vehicles equipped with red/blue lights.

Training Requirements

Due to the narrow scope of job roles in this category, CPOIP is not a mandatory training requirement. Each employer is responsible for developing a training course that is sufficient to deliver the necessary skills and knowledge enabling an effective delivery of services. This training course will be submitted to the Program for retention and review. Accreditation may be required.

3.6 Alberta Law Enforcement Framework

The Law Enforcement Framework established by the Province of Alberta in 2010 outlines a comprehensive vision for modernizing and improving law enforcement across the province. The framework emphasizes flexibility in addressing local policing needs and sets out nine strategic directions aimed at strengthening service delivery, ensuring accountability, and distributing policing costs equitably.

Key Strategic Directions

- i. **Capable, Flexible, and Responsive Policing:** The framework aims to establish a foundation of operational policing that is capable, flexible, and responsive to community needs. This includes allowing communities the flexibility to address local policing needs effectively.

- ii. **Full Continuum of Law Enforcement Delivery:** It promotes the utilization of a full continuum of law enforcement personnel, including peace officers, to provide flexible policing approaches. This ensures that police resources are used efficiently, focusing on serious criminal enforcement while other trained personnel handle regulatory compliance and less complex duties.
- iii. **Community Input and Engagement:** All municipalities in Alberta are encouraged to have adequate, transparent, and meaningful community input into local policing needs and priorities, ensuring that policing strategies are aligned with community expectations.
- iv. **Balance Between Enforcement and Prevention:** The framework advocates for a balance between traditional enforcement activities and community-led prevention initiatives aimed at long-term crime reduction. This holistic approach aims to enhance overall community safety.
- v. **Intelligence-Led Policing and Specialized Services:** It emphasizes the use of intelligence-led policing and the coordination of specialized policing services through initiatives like the Alberta Law Enforcement Response Teams (ALERT).
- vi. **Clear Standards and Accountability:** Law enforcement in Alberta will be guided and assessed using clear standards and performance indicators to ensure accountability and effectiveness.
- vii. **Responsive Complaint Processes:** The police public complaint process will be made more responsive and timelier, enhancing oversight of police officers and services.
- viii. **Equitable Distribution of Costs:** A model will be developed to distribute local policing costs in an equitable, transparent, and sustainable manner.

4 Policing in Wetaskiwin and Area

The Royal Canadian Mounted Police (RCMP) are the police service provider for both the City of Wetaskiwin and the Province of Alberta (serving the County of Wetaskiwin, County of Camrose, and Town of Millet). The Wetaskiwin/Camrose RCMP Detachment is based in the City of Wetaskiwin in a municipally owned building and there is a satellite detachment located in the City of Camrose. The Detachment operates as a combined post with both the municipal and rural police officers serving the City of Wetaskiwin, Town of Millet, and portions of the County of Wetaskiwin and Camrose County. The Wetaskiwin/Camrose Detachment is further supported by several RCMP Public Service Employees (Civilian Support).

4.1 Combined Post Policing

Combined Post Policing (CPP) is a model used by the RCMP across Canada to provide policing services to multiple small communities or areas through a combined effort. This approach is typically employed in rural or remote regions where the population density does not justify having a dedicated RCMP detachment for each community.

Key features of Combined Post Policing include:

- **Shared Resources:** Multiple communities share the resources and personnel of one RCMP detachment or post. This allows for a more efficient allocation of policing resources across a broader area.
- **Centralized Command:** The RCMP detachment responsible for the combined post oversees the policing activities in all the communities within its jurisdiction. This centralization helps streamline command and control. Policing in Wetaskiwin and is further supported by supplemental resources such as RCMP Public Service Employees (Civilian Support), Peace Officers, and Bylaw Officers.
- **Enhanced Coverage:** By combining resources, the RCMP can provide more comprehensive and effective coverage in areas that might otherwise be underserved due to their remote or low-population nature.
- **Flexibility and Mobility:** The model allows RCMP officers to be more mobile and flexible in their approach, responding to incidents across multiple communities as needed.

Benefits of Combined Post Policing:

- **Cost Efficiency:** Reduces the costs associated with maintaining multiple small detachments.
- **Resource Optimization:** Maximizes the use of available resources, ensuring better coverage and service delivery.
- **Improved Response Times:** Can improve response times to incidents by having officers strategically positioned to cover multiple areas.
- **Community Safety:** Enhances overall community safety through more effective policing practices and resource sharing.

This model is particularly useful in provinces and territories with vast, sparsely populated areas, such as parts of Alberta, Saskatchewan, and the northern territories.

4.2 Current State

This sub-section provides detailed information on the current state Wetaskiwin/Camrose Detachment. This includes organizational design, staffing levels, service offerings, service standards, planning documents, and statistics.

4.2.1 Wetaskiwin Municipal Detachment (City of Wetaskiwin)

The City of Wetaskiwin, with a population over 5,000, is required by the *Police Act* to provide municipal policing services for its residents.

In response, the City has signed a Municipal Police Service Agreement (MPSA) with the Government of Canada for the RCMP to provide the required policing services. The MPSA forms a contract between the City and the Government of Canada and authorizes the RCMP to carry out the powers and duties of the municipal police service in accordance with the Agreement.

The MPSA provides for local engagement and input in setting objectives, priorities, and goals of the RCMP in its contract policing role in concert with the annual RCMP planning cycle. Further, it outlines those services the RCMP will and will not provide to the municipality, and in turn, what support and resources the municipality has agreed to provide the RCMP to support local operations, such as support staff and accommodation. By default, this engagement rests with the Mayor or Chief Elected Official for the municipality but may be delegated to a Policing Committee in accordance with the *Police Act*. The City of Wetaskiwin has left local engagement responsibility between the City and the RCMP with the Mayor.

The current MPSA came into effect on April 1, 2012, and remains in effect until March 31, 2032. The agreement may be terminated on March 31 in any year, by either party giving notice not less than 24 months prior to the date of the intended termination.

RCMP Officers funded by the MPSA are often referenced as “Wetaskiwin Municipal, Municipal Members, Municipal FTE’s, or the Municipal Unit”.

4.2.2 Wetaskiwin/Camrose Provincial Detachments (County of Wetaskiwin, Camrose County and the Town of Millet)

The County of Wetaskiwin, Camrose County, and the Town of Millet do not have urban populations that exceed 5,000 and are therefore provided policing services through the Provincial Police Service (RCMP) in accordance with the Provincial Police Service Agreement (PPSA).

Municipalities policed through the Provincial Police Service do not have the same contractual or legislated engagement opportunities as those with a municipal police service. The Province of Alberta has created a Provincial Police Advisory Board that aims to represent the interests of small and rural communities served by the RCMP under the Provincial Police Service Agreement (PPSA).

RCMP officers funded through the PPSA are often referenced as “Wetaskiwin or Camrose Rural, Rural Members, Rural FTE’s, Rural Unit, Provincial Members, Provincial FTEs, or Provincial Unit”.

4.2.3 Staffing Levels

The Wetaskiwin/Camrose Detachment has an approved staffing compliment of (55) sworn police officers and (18) civilian support positions (also known as Public Service employees). Of these, (31) sworn police officers and (11) of the

civilian support positions are municipal contributions in accordance with the City of Wetaskiwin's MPSA. The additional (24) sworn police officers and (7) civilian support positions are contributed by the Provincial Police Service to support rural policing. Through the Combined Post Policing model these resources work as one operation servicing both the rural and urban areas of the Detachments boundaries.

The table below, provides detailed information regarding the number of Fulltime Equivalent Employees (FTE's) for the Wetaskiwin/Camrose RCMP.

TABLE 4. WETASKIWIN/CAMROSE DETACHMENT 2024 FTE COUNT

Rank / Position Title	Sworn or Civilian	FTE
Police Officers		
Inspector	Sworn	1
Staff Sergeant	Sworn	2
Sergeant	Sworn	2
Sergeant (Camrose)	Sworn	1
Corporal	Sworn	6
Constable	Sworn	37
Constable (Camrose)	Sworn	6
Civilian Support		
Detachment Services Manager	Civilian	1
Detachment Support Supervisor	Civilian	1
Watch Clerk	Civilian	4
Exhibit Custodian	Civilian	1
Crime Analyst	Civilian	1
CRU Clerk	Civilian	1
GIS Clerk	Civilian	1
Fleet Coordinator	Civilian	1
Front Counter	Civilian	2
File Reviewer	Civilian	1

Court Liaison	Civilian	2
Detachment Services Assistant (Camrose)	Civilian	2

Note: Four (4) of the Constable FTEs contributed by the City of Wetaskiwin are limited term grant funded (Province of Alberta) positions. The three-year funding for these positions begins to expire in July 2024 and will be fully exhausted by January 2025.

Police Officer Utilization

Police officer utilization is a critical metric for assessing the efficiency and effectiveness of law enforcement agencies. It compares the authorized strength, or the number of established positions, with the actual number of officers actively fulfilling those roles. This comparison helps to identify gaps in staffing, operational capacity, and overall resource management. Effective utilization ensures that police organizations can adequately meet community needs, maintain public safety, and respond to incidents promptly. The following tables illustrate the utilization rates for the Wetaskiwin/Camrose RCMP Municipal and Provincial Detachments over the past five years, highlighting trends and changes in staffing levels and their impact on law enforcement capabilities.

TABLE 5. WETASKIWIN MUNICIPAL DETACHMENT UTILIZATION

	19-20	20-21	21-22	22-23	23-24 YTD
Established Positions	27	27	31	31	31
Net Member FTE Utilization	24	24.22	26.04	26.20	25.25
Utilization (%)	89%	90%	84%	85%	81%

The Municipal Detachment saw an increase in established positions from 27 to 31 in 21-22, but utilization rates have slightly decreased over the past few years, indicating a growing gap between the number of positions and the actual members available. The utilization peaked at 90% in 20-21 but has since declined to 81% in 23-24 YTD.

TABLE 6. WETASKIWIN PROVINCIAL DETACHMENT UTILIZATION

	19-20	20-21	21-22	22-23	23-24 YTD
Established Positions	11	12	18	18	18
Net Member FTE Utilization	10.41	10.88	14.30	15.40	16.29
Utilization (%)	95%	91%	79%	86%	91%

The Wetaskiwin Provincial Detachment experienced a significant increase in established positions from 11 in 19-20 to 18 in 21-22. Despite this increase, the utilization rate dropped to 79% in 21-22 but has improved to 91% in 23-24 YTD, indicating a positive trend in managing the staffing levels.

Note: Camrose Provincial Detachment Utilization Data was unavailable at the time of this report and therefore has not been included in the utilization analysis.

TABLE 7. WETASKIWIN COMBINED DETACHMENT UTILIZATION

	19-20	20-21	21-22	22-23	23-24 YTD
Established Positions	38	39	49	49	49
Net Member FTE Utilization	34.41	35.1	40.34	41.6	41.54
Utilization (%)	91%	90%	82%	85%	85%

The Combined Detachment, which is a summation of both Municipal and Provincial detachments (excluding Camrose), shows a similar trend. The established positions increased from 38 in 19-20 to 49 in 21-22. Utilization rates dipped to 82% in 21-22 but have stabilized at 85% in the subsequent years.

Key Observations

- **Municipal Detachment:** The consistent increase in established positions has not been matched by an equivalent increase in Net Member FTE Utilization, resulting in a declining utilization rate.
- **Wetaskiwin Provincial Detachment:** After an initial drop in utilization following the increase in positions, there has been a recovery, with current utilization close to optimal.
- **Combined Detachment (Excluding Camrose):** Reflecting the trends in both individual detachments, there is a notable dip in utilization in 21-22 followed by stabilization.

Note: The current utilization rate of the Combined Detachment is higher than what MNP has found compared to other RCMP policing detachments in recent years.

4.2.4 Service Offerings

RCMP Wetaskiwin Detachment:

General Duty Policing (GD)

- Proactive patrol duties and provides the primary response to all policing public safety matters such as calls for service and investigate violations. During their proactive available time, the frontline officers are engaged in several crime reduction initiatives including hotspot patrols, Joint Force Operations with partner agencies, and traffic enforcement.

General Investigation Section (GIS)

- Investigates more serious and complicated offences and conducts investigations that are prolonged and labour-intensive. The unit also coordinates and assists in intelligence gathering related to serious crime investigations.

Crime Reduction Unit (CRU)

- Focuses on proactive activities to reduce crime. This includes targeting prolific offenders, managing derelict properties, investigation drug trafficking and gathering intelligence. It is important to note that these proactive efforts may impact CSI by uncovering offences that otherwise may not have been reported and charged. These charges may result in a higher CSI.

Community Policing (CP)

- Respond to requests for RCMP participation at public events, crime prevention presentations, other community activities, and liaison activities within schools.

Civilian Support Section (PS)

- These civilian public service employees provide the necessary administrative and operational support required within the detachment. This includes roles such as criminal record checks, customer service, watch clerks, unit clerks, file reviewer, fleet coordinator, finance, exhibit coordinator, court liaison, and crime analyst.

Wetaskiwin Based RCMP Provincial Policing Resources

Police Dog Section (PDS)

- Two police dogs provide 'K9' services to Wetaskiwin and several neighbouring detachments. They are used to search for and/or apprehend suspects, search for lost persons, and search for narcotics, explosives, and lost property.

Traffic Services (TS)

- Traffic Services work on the highways and focus on enforcing the *Traffic Safety Act*, criminal driving offenses (impaired driving, dangerous driving etc.), and response to collisions, including the investigation of serious injury or fatal motor vehicle collisions. Traffic members also take part in criminal interdiction, which includes the detection and seizure of all types of contraband during regular traffic stops.

Regional Police and Crisis Team (RPACT)

- RPACT provides a crisis response team comprised of an RCMP officer and an Alberta Mental Health Therapist, which can intervene, assess, and support people experiencing a mental health crisis in the community. This team serves Wetaskiwin and several neighbouring detachments.

Specialized Policing

Specialized policing services in Alberta are required to be maintained by the Provincial Police Service. Since the Province of Alberta contracts the RCMP as the Provincial Police Service, the RCMP is responsible for providing the following specialized police services to Alberta's communities through the Provincial Police Service Agreement (PPSA), which includes Wetaskiwin Detachment, when required.

TABLE 8. RCMP SPECIALIZED POLICING SERVICES

RCMP Specialized Policing Services	
Emergency response teams (SWAT)	Explosive disposal
Public order units	Police dog services
Major crimes	Undercover operations
Air services	Underwater recovery
Collision reconstruction	Forensics

4.2.5 Service Standards

The RCMP are available for calls for service 24/7. Both the Wetaskiwin Detachment and the Camrose Satellite Detachment offer front counter service 8:00 am to 4:00 pm, Monday to Friday.

The RCMP Operational Communications Centre (OCC) located in Red Deer is the primary point of contact for the public when requesting police assistance in both emergency and non-urgent matters within Wetaskiwin/Camrose Detachment areas. The OCC receives the call for service and then dispatches the most appropriate available local RCMP resource to the incident.

When a call for service is requested from the OCC, it is assigned a priority level by dispatch depending on the information received during the call. Call priority is classified as follows:

Priority Level 1: Very Urgent

- Immediate Dispatch: Major incident or incident in progress that requires immediate police presence, assistance, or service. Involves the report of a loss of life or need for police to prevent the loss of life.

Priority Level 2: Urgent

- Dispatch as soon as possible: Urgent need for police presence, assistance or service. While there is no loss of life involved, the potential for escalation exists.

Priority Level 3: Routine

- Dispatch as soon as reasonably possible: Reports that do not require immediate police presence, assistance, or service.

Priority Level 4: No immediate action

- Occurrences that do not require police attendance but may require further action.

Priority Level 5: Call Back Unit

- Specialized team designed to handle non-emergency calls for service – when no risk to public safety and the investigation isn't time-sensitive.

Travel and Response Times

The efficiency and effectiveness of law enforcement agencies are often measured by their ability to respond swiftly to emergency situations. In Wetaskiwin/Camrose, understanding the response times of the local police detachments is crucial for assessing their performance and identifying areas for improvement. This section examines the response times for Priority 1 and 2 calls for service, which require urgent attention, comparing the Wetaskiwin/Camrose Municipal and Provincial Detachments to the averages of other RCMP municipal and provincial detachments across Alberta from 2021 to 2023. By analyzing these response times, we can gain insights into the operational capabilities of the Wetaskiwin/Camrose RCMP and their ability to promptly address the needs of the community.

TABLE 9. WETASKIWIN MUNICIPAL DETACHMENT RESPONSE TIMES FOR PRIORITY 1 AND 2 CALLS, 2021 - 2023

Response Time	2021		2022		2023	
	Average of Municipal Detachments	Wetaskiwin Municipal Detachment	Average of Municipal Detachments	Wetaskiwin Municipal Detachment	Average of Municipal Detachments	Wetaskiwin Municipal Detachment
05 - 10 min	36.8%	48.9%	35.6%	52.2%	35.6%	46.5%
10 - 15 min	40.0%	37.7%	40.2%	34.8%	40.2%	42.2%
15 - 20 min	12.9%	6.7%	13.6%	5.9%	13.6%	4.8%
20 - 25 min	4.5%	2.6%	4.6%	3.1%	4.6%	2.4%
25+ min	5.8%	4.2%	6.0%	3.9%	6.0%	4.1%

- Overall average response time in 2023 for Alberta Municipal Detachments: **13.1 minutes**
- Overall average response time in 2023 for Wetaskiwin Municipal Detachment: **10.9 minutes**

TABLE 10. WETASKIWIN PROVINCIAL DETACHMENT RESPONSE TIME FOR PRIORITY 1 AND 2, 2021 - 2023

Response Time	2021		2022		2023	
	Average for Provincial Detachments	Wetaskiwin Provincial Detachment	Average for Provincial Detachments	Wetaskiwin Provincial Detachment	Average for Provincial Detachments	Wetaskiwin Provincial Detachment
05 - 10 min	16.7%	6.6%	14.0%	11.7%	14.0%	4.3%
10 - 15 min	22.7%	18.1%	22.0%	22.8%	22.0%	16.0%
15 - 20 min	18.0%	18.9%	18.8%	19.3%	18.8%	24.1%
20 - 25 min	13.1%	19.4%	14.1%	16.6%	14.1%	24.7%
25-30 min	9.0%	11.9%	9.7%	13.8%	9.7%	13.6%
30 - 45 min	15.0%	19.8%	15.7%	11.7%	15.7%	11.7%
45+ min	5.5%	5.3%	5.7%	4.1%	5.7%	5.6%

- Overall average response time in 2023 for Alberta Provincial Detachments: **21.7 minutes**
- Overall average response time in 2023 for Wetaskiwin Provincial Detachment: **20.9 minutes**

TABLE 11. CAMROSE PROVINCIAL DETACHMENT RESPONSE TIME FOR PRIORITY 1 AND 2, 2021 - 2023

Response Time	2021		2022		2023	
	Average for Provincial Detachments	Camrose Provincial Detachment	Average for Provincial Detachments	Camrose Provincial Detachment	Average for Provincial Detachments	Camrose Provincial Detachment
5 - 10 min	16.7%	4.7%	14.0%	4.2%	14.0%	7.4%
10 - 15 min	22.7%	13.1%	22.0%	14.4%	22.0%	7.4%
15 - 20 min	18.0%	17.7%	18.8%	18.6%	18.8%	14.8%
20 - 25 min	13.1%	16.8%	14.1%	18.6%	14.1%	13.0%
25-30 min	9.0%	6.5%	9.7%	9.3%	9.7%	19.4%
30 - 45 min	15.0%	37.4%	15.7%	26.3%	15.7%	26.9%
45+ min	5.5%	3.7%	5.7%	8.5%	5.7%	11.1%

- Overall average response time in 2023 for Alberta Provincial Detachments: **21.7 minutes**
- Overall average response time in 2023 for Camrose Provincial Detachment: **26 minutes**

Key Points

- **Wetaskiwin Municipal Detachment** has consistently better response times compared to the average of municipal detachments in Alberta, with a notable difference in the 05 - 10 minute and 10 - 15-minute response categories.
- **Wetaskiwin Provincial Detachment** also shows slightly better response times compared to the average of provincial detachments, although there are categories (like 15 - 20 and 20 - 25 minutes) where the times are higher.
- **Camrose Provincial Detachment** responds the slowest out of its comparators for provincial detachments (the Alberta Average and Wetaskiwin Provincial Detachment), with significant differences in the 5 – 10 minute range.

These comparisons indicate that Wetaskiwin Detachments, both municipal and provincial, are performing well in terms of response times, particularly for more urgent calls while Camrose Detachment has response times far greater than both the regional and provincial averages.

4.2.6 Planning Documents

Law enforcement activities within the Wetaskiwin/Camrose Detachment are guided by strategic enforcement plans.

RCMP Annual Performance Plan

The following summarizes the Annual Performance Plans as developed by the Wetaskiwin Municipal Detachment in accordance with the City of Wetaskiwin's MPSA.

Each year by April 1st, RCMP Detachment Commanders are required to gather input from local residents, stakeholders, community leaders, and organizations to understand and address the specific needs, concerns, and issues of their communities. While common priorities such as traffic and youth often emerge, the unique needs of each community are recognized, and this information ensures that policing services are effectively meeting the demands of the citizens. The Annual Performance Plan (APP) requires a signature from a senior municipal or community official—typically the Mayor, Band Chief, or Chief Administrative Officer (CAO)—to assure RCMP senior management of community satisfaction and support for the plan.

The APP integrates several management tools, including Priority Setting, Community Plans, Quality Assurance, and Risk Management, into a single online software system, aiding Detachment Commanders, and Unit Commanders in their duties.

Quarterly reviews of APPs by Detachment and Unit Commanders ensure the performance of community plans is tracked effectively. These reviews are also conducted by senior management teams to maintain oversight and accountability. The APP serves as a comprehensive policing plan for the community, and its successful implementation is a key factor in assessing the individual performance of Detachment Commanders. The following are the APP summaries from the past three years:

2021-2022 Wetaskiwin Municipal Detachment Annual Policing Plan

The 2021-2022 Annual Policing Plan focused on five key priorities: Drug Enforcement, Prolific Offender Management, Persons Crimes, Property Crime, and Community Engagement. The RCMP outlined the steps taken and results achieved in addressing these priorities as follows:

i. Drug Enforcement

- Executed 20 search warrants, including Criminal Code warrants primarily for Possession of Stolen Property (PSP) investigations and Controlled Drugs and Substances Act (CDSA) warrants.
- Actively participated in weekly intelligence meetings with the Camrose RCMP and surrounding detachments, as well as bi-weekly meetings with the Red Deer Intelligence group.
- Initiated 36 drug trafficking investigations.

ii. Prolific Offender Management

- Conducted 204 curfew checks to monitor compliance among offenders.
- Organized two warrant round-ups and issued media releases to increase public awareness.
- Implemented the Gang Card Program, which later transitioned to Gang Intelligence Presentations.

iii. Persons Crimes

- Distributed educational leaflets to inform the community about safety measures and legal considerations.

iv. Property Crime

- Pawn Shop Bylaw was passed by the City to regulate pawn shop operations and reduce the likelihood of stolen goods being sold.
- Distributed information pamphlets to educate the public on property crime prevention.

v. Community Engagement

- Conducted both scheduled and informal foot patrols to maintain a visible police presence and engage with the community.
- Carried out six inland water patrols to ensure safety and compliance on local waterways.
- Delivered three boat safety presentations and participated in three public events/initiatives to promote community safety and awareness.
- Created a social media account to enhance communication with the public, with training provided to account managers for effective use.

2022-2023 Wetaskiwin Municipal Detachment Annual Policing Plan

The 2022-2023 Annual Policing Plan focused on three key priorities: Visibility, Property Crimes/Drugs, and Community Engagement. The RCMP outlined the steps taken and results achieved in addressing these priorities as follows:

1. Visibility

- Conducted 1,122 rural patrols to maintain a strong presence and address concerns in rural areas.
- Carried out 2,447 city patrols to ensure safety and visibility in urban areas.
- Executed 5 special patrols using boats, ATVs, and snowmobiles to cover diverse terrains and improve accessibility.
- Performed 63 traffic enforcement checks to enhance road safety and compliance.

2. Property Crimes / Drugs

- Completed at least 141 curfew checks to monitor compliance among offenders (note: one quarter did not record the number of checks completed).
- Conducted 156 hot spot checks to address areas with high rates of property crimes and drug activities.
- Deployed specialized investigative tools through programs like the Bait Program, Kijiji surveillance, and drug enforcement, leading to multiple charges.
- Implemented the Business Watch International Training Program to enhance skills and strategies in combating property crimes and drug-related offenses.

3. Community Engagement

- Participated in 30 youth events and initiatives to foster relationships with young community members and promote safety and awareness.
- Represented the RCMP at 39 community-facing events to engage with residents, build trust, and address community concerns.

2023-2024 Wetaskiwin Municipal Detachment Annual Policing Plan

The 2023-2024 Annual Policing Plan focused on four key priorities: Community Engagement, Crime Reduction, Community Safety, and Employee Wellness. The RCMP outlined the steps taken and results achieved in addressing these priorities as follows:

1. Community Engagement

- Conducted 3 town halls to engage directly with community members, gather feedback, and address concerns.
- Held or attended 30 planned community events to foster relationships and enhance community trust and cooperation.

2. Crime Reduction

- Executed 2 suppression shifts and provided support in various investigations to reduce crime rates.
- Completed several special operations, including hot spot patrols, a covert operation, boat patrols, suppression shifts, and task forces to target specific crime issues.

3. Community Safety

- Prepared for the rollout of the RAVE notification system to improve emergency communication with the public.
- Conducted 2 Joint Forces Operations (JFOs) and formed a task force to address homelessness encampments, enhancing safety and support for vulnerable populations.
- Implemented the Summer Village Enhanced Policing Program to increase law enforcement presence and safety in summer village areas.

4. Employee Wellness

- Organized various wellness activities, including a Blanket Exercise to promote cultural understanding, a golf tournament to encourage physical activity and team building, and a Health Food Day to support healthy eating habits among employees.

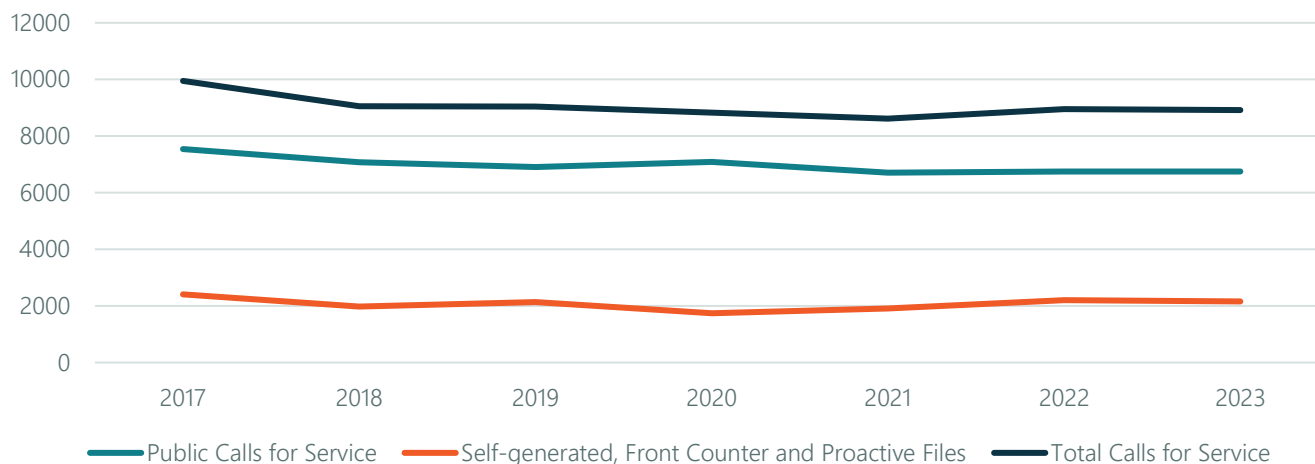
Note: Wetaskiwin and Camrose Provincial Detachments (covering the County of Wetaskiwin, Camrose County, and the Town of Millet) are policed through the Provincial Police Service Agreement (PPSA) and therefore do not have a local Annual Performance Plan requirement. In lieu, the Province of Alberta has created a Provincial Police Advisory Board that aims to represent the interests of small and rural communities served by the RCMP under the PPSA.

4.2.7 Statistics and Data Analysis

The following section includes relevant statistics and trend analysis to develop understanding of the detachment area's past and current state. Statistics form an important part of the overall picture but cannot be given considered in isolation due to the ability for outside factors to influence the trends. For example, a lack of staffing or change in enforcement policy could result in lower reported offences or calls for service. This may or may not actually reflect a drop in crime or reflect a greater sense of community safety. In general, however, trends can provide a baseline for anticipating future policing demands and highlight areas that require further inquiry to fully understand.

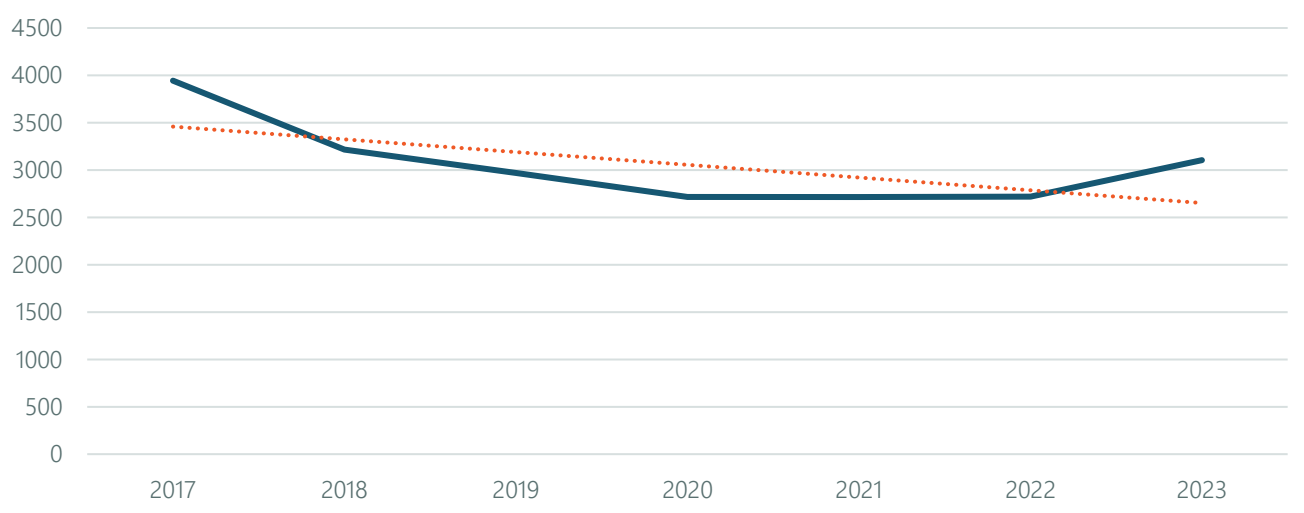
4.2.7.1 Calls for Service

Calls for service are indicators of the community's demand for police intervention and assistance. These calls include both public requests for service and proactive measures taken by officers. Analyzing these calls helps understand the types of incidents that police deal with and the trends over time.

FIGURE 5. WETASKIWIN MUNICIPAL DETACHMENT CALLS FOR SERVICE, 2017 – 2023⁷

The data in Figure 5 (above) shows a general decline in the total number of calls for service over the years.

- **Public Calls for Service:** Calls decreased from 7,540 in 2017 to 6,752 in 2023.
- **Self-generated Front Counter and Proactive Files:** These files fluctuated, peaking in 2017 at 2,408 and reducing to 2,163 in 2023.
- **Total Calls for Service:** The total calls for service decreased from 9,948 in 2017 to 8,915 in 2023.

FIGURE 6. WETASKIWIN PROVINCIAL DETACHMENT CALLS FOR SERVICE, 2017 - 2023⁸

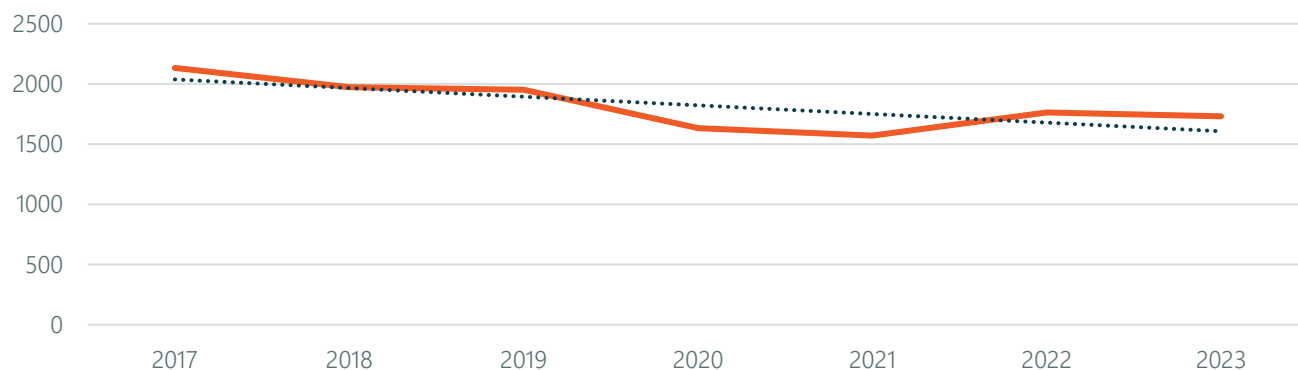
The data in Figure 6 (above) shows variations in the total number of calls for service over the years, with a recent increase:

- **Total Calls for Service:** Decreased from 3,944 in 2017 to 2,717 in 2020, then increased to 3,106 in 2023.

⁷ Wetaskiwin Municipal Detachment Calls for Service Reports, 2017 - 2023

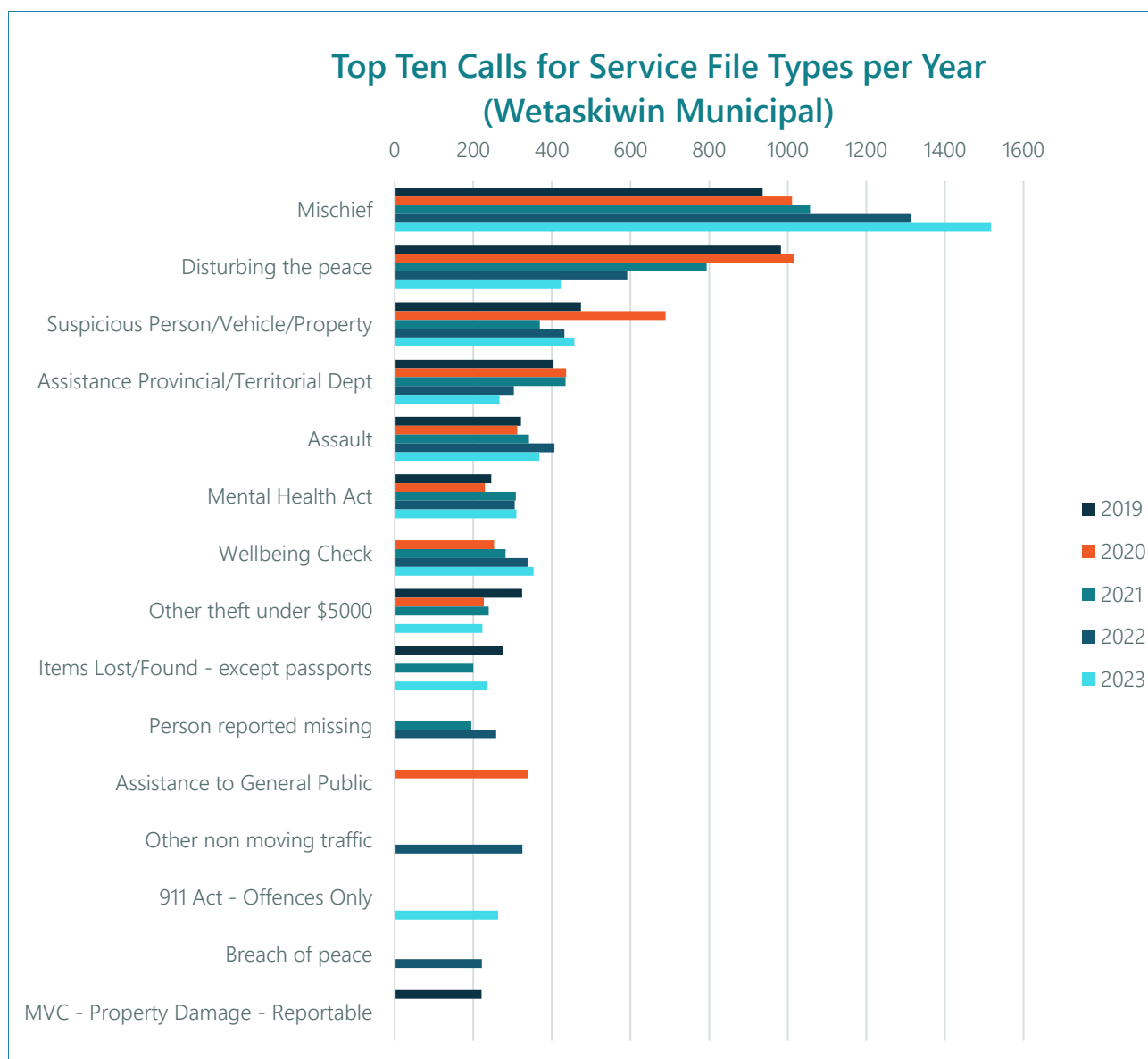
⁸ Wetaskiwin Provincial Detachment Calls for Service Reports, 2017 - 2023

FIGURE 7. CAMROSE PROVINCIAL DETACHMENT, TOTAL CALLS FOR SERVICE, 2017 - 2023



The data in Figure 7 (above) indicates an overall decrease in calls with a recent increase.

- **Total Calls for Service:** Decreased from 2,133 in 2017 to 1,571 in 2021, then increased to 1,731 in 2023.

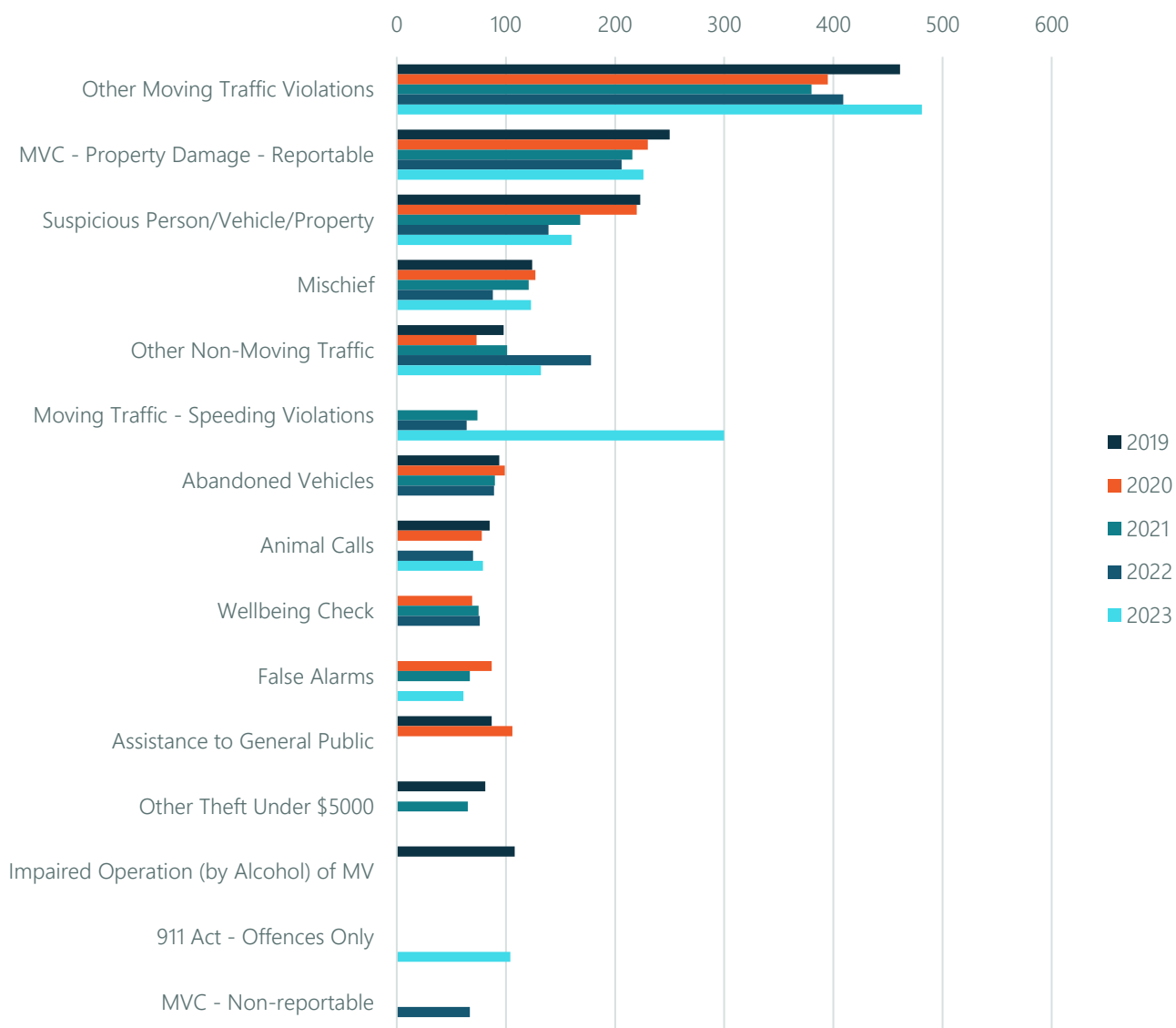
FIGURE 8. WETASKIWIN MUNICIPAL DETACHMENT TOP TEN CALL FOR SERVICE FILE TYPES, 2019 - 2023⁹

The data in Figure 8 (above) shows the most common calls for service types for Wetaskiwin Municipal include:

- **Mischief**
- **Disturbing the Peace**
- **Suspicious Person/Vehicle/Property**
- **Mental Health Act Activities**
- **Wellbeing Checks**

These call types indicate ongoing social disorder and mental health/welfare concerns within the community.

⁹ Wetaskiwin Municipal Detachment Calls for Service Reports, 2019 - 2023

FIGURE 9. WETASKIWIN PROVINCIAL DETACHMENT TOP TEN CALL FOR SERVICE FILE TYPES, 2019 - 2023¹⁰

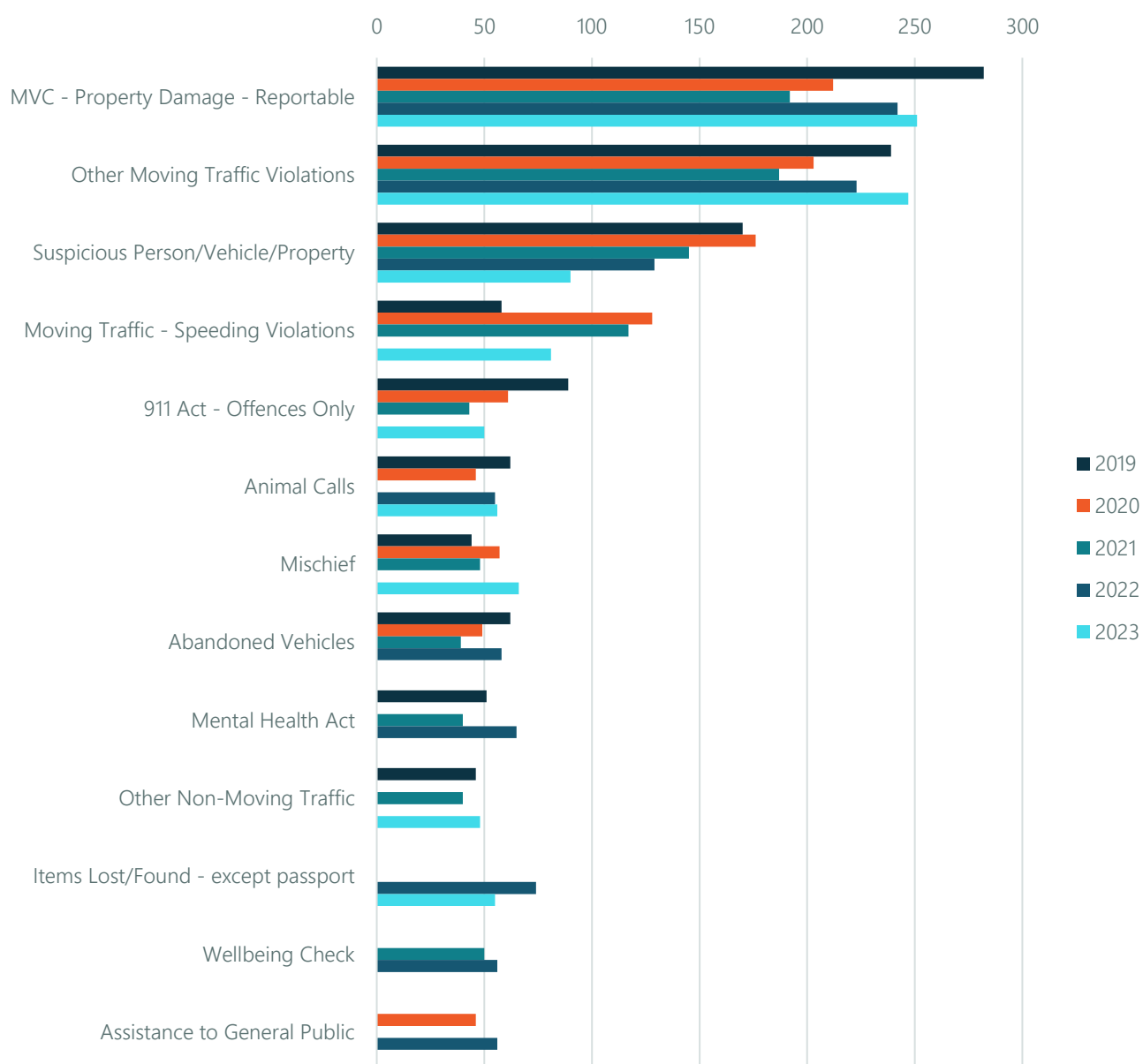
The data in Figure 9 (above) shows the most common calls for service types for Wetaskiwin Provincial include:

- **Other Moving Traffic Violations**
- **MVC – Property Damage – Reportable**
- **Suspicious Person/Vehicle/Property**
- **Mischief**

These calls emphasize traffic-related incidents and concerns about suspicious activity.

¹⁰ Wetaskiwin Provincial Detachment Calls for Service Reports, 2019 - 2023

FIGURE 10. CAMROSE PROVINCIAL DETACHMENT TOP TEN CALL FOR SERVICE FILE TYPES, 2019 - 2023



The data in Figure 10 (above) shows the most common calls for service for Camrose Provincial Detachment include:

- **MVC – Property Damage - Reportable**
- **Other Moving Traffic Violations**
- **Suspicious Person/Vehicle/Property**
- **Moving Traffic – Speeding Violations**
- **911 Act - Offences Only**

These calls emphasize traffic-related incidents and concerns about suspicious activity.

4.2.7.2 Occurrence Analysis

Police activity, or an occurrence, can be any type of police-related event or activity recorded in police records management systems. It could be generated from a call for service or something self-generated by a police officer, such as a traffic stop. Occurrences are categorized by what happened after the response, so the category may differ from what the original call for service was categorized as.

The occurrence data below is based on the Uniform Crime Reporting (UCR) Survey, which classifies incidents according to the most serious offence (MSO) occurring in the incident, generally the offence carrying the longest maximum sentence under the Criminal Code of Canada. In categorizing incidents, violent offences always take precedence over non-violent offences.

Wetaskiwin Municipal Detachment

The table below shows occurrences over the past five years for the Wetaskiwin Municipal Detachment, sorted by the five-year average. The highest occurring activities were Mischief to Property, Provincial Traffic, Disturbing the Peace, Assault, and Theft Under \$5,000.

TABLE 12. WETASKIWIN MUNICIPAL DETACHMENT ACTIVITY, 2019 - 2023¹¹

Police Activity	2019	2020	2021	2022	2023	5-Year Average
1. Mischief To Property	865	1,005	1,027	1,290	1,489	1,135
2. Provincial Traffic	1,139	822	1,030	900	797	938
3. Disturbing the peace	923	989	778	578	416	737
4. Assault	382	392	487	501	485	449
5. Theft Under \$5,000	524	366	434	439	447	442
6. Fail to Comply & Breaches	421	492	406	356	220	379
7. Other Provincial Statutes	322	279	338	361	401	340
8. Mental Health Act	259	246	317	316	313	290
9. Break & Enter	87	236	199	238	217	235
10. Fraud	168	151	128	137	129	143
11. Property Damage MVC (Reportable)	183	128	138	138	129	143
12. Uttering Threats	115	106	147	140	149	131
13. Criminal Code Traffic	140	142	149	102	106	128
14. Liquor Act	108	145	118	105	110	117
15. Theft of Motor Vehicle	125	99	87	132	98	108
16. Municipal By-laws	125	112	90	63	64	91
17. Offensive Weapons	86	71	104	83	100	89

¹¹ Wetaskiwin Municipal Detachment Profile, 2019 - 2023

Police Activity	2019	2020	2021	2022	2023	5-Year Average
18. Other Criminal Code	98	89	88	66	66	81
19. Possession Stolen Goods	80	59	42	67	82	66
20. Criminal Harassment	36	57	83	68	50	59
21. Drug Enforcement - Trafficking	21	43	34	38	52	38
22. Sexual Assaults	19	19	28	31	49	29
23. Property Damage MVC (Non-Reportable)	28	28	23	32	34	29
24. Drug Enforcement - Possession	29	28	30	16	30	27
25. Motor Vehicle Collision - Injury	15	10	15	30	25	19
26. Federal – General	22	24	18	14	17	19
27. Robbery	31	18	15	11	15	18
28. Other Sexual Offences	8	11	12	24	8	13
29. Arson	6	8	11	14	22	12
30. Municipal By-laws Traffic	12	7	11	10	14	11
31. Theft Over \$5,000	13	6	15	11	7	10
32. Cannabis Act	8	5	8	2	5	6
33. Kidnapping/Hostage/Abduction	9	12	4	2	3	6
34. Other Traffic	9	7	5	1	1	5
35. Offences Related to Death	4	6	1	3	0	3
36. Drug Enforcement - Other	3	6	4	0	0	3
37. Extortion	2	1	1	2	4	2
38. Cannabis Enforcement	2	4	2	1	2	2
39. Drug Enforcement - Production	0	0	0	0	0	0
40. Motor Vehicle Collision - Fatal	0	0	1	0	0	0
Total	6,627	6,229	6,428	6,322	6,156	6,352

The analysis of Table 12 (above), which details the Wetaskiwin Municipal Detachment's activity from 2019 to 2023, reveals significant trends in various policing activities. Among the fastest increasing activities is mischief to property, which has surged from 865 incidents in 2019 to 1,489 in 2023 and sexual assaults which have risen from 19 incidents in 2019 to 49 in 2023. The sexual assaults will have a substantial impact on the Crime Severity Index. Further analysis should be undertaken to better understand the factors driving the increase.

Conversely, the activity category of disturbing the peace has experienced the most significant decrease, dropping from 923 incidents in 2019 to 416 in 2023. Another activity showing a substantial decline is "fail to comply" and "breaches", which decreased from 421 incidents in 2019 to 220 in 2023. This downward trend may indicate improved compliance and the effectiveness of judicial orders.

Wetaskiwin Provincial Detachment

The table below provides a summary of occurrences responded to by the Wetaskiwin Provincial Detachment (rural) between 2019 and 2023, ranked in order of their five-year average totals. The highest number of occurrences for the rural detachment are related to Provincial Traffic, Property Damage Motor Vehicle Collisions (Reportable), and Other Provincial Statutes.

TABLE 13. WETASKIWIN PROVINCIAL DETACHMENT POLICE ACTIVITIES 2019 - 2023¹²

Police Activity	2019	2020	2021	2022	2023	5-Year Average
1. Provincial Traffic	3,963	2,694	2,445	1,595	1,374	2,360
2. Property Damage MVC (Reportable)	271	224	197	242	237	234
3. Other Provincial Statutes	89	98	119	115	133	111
4. Mischief To Property	115	126	108	86	117	110
5. Criminal Code Traffic	158	104	117	81	88	110
6. Break & Enter	142	84	69	106	91	98
7. Theft Under \$5000	123	84	92	73	81	74
8. Mental Health Act	58	62	63	58	60	60
9. Theft of Motor Vehicle	57	46	63	61	52	56
10. Fail to Comply & Breaches	40	56	52	59	44	50
11. Assault	41	51	44	45	51	46
12. Possession Stolen Goods	61	37	52	39	37	45
13. Fraud	39	34	39	55	49	43
14. Property Damage MVC (Non Reportable)	60	37	39	49	31	43
15. Disturbing the peace	48	34	39	35	19	35
16. Motor Vehicle Collision - Injury	24	28	33	38	42	33
17. Liquor Act	25	33	26	15	15	23
18. Uttering Threats	15	23	18	26	21	21
19. Other Criminal Code	10	21	25	18	26	20
20. Criminal Harassment	6	13	20	19	22	16
21. Cannabis Act	31	18	15	5	6	15
22. Offensive Weapons	9	3	14	23	16	13
23. Municipal By-laws	11	15	12	17	11	13

¹² Wetaskiwin Provincial Detachment Profile, 2019 - 2023

Police Activity	2019	2020	2021	2022	2023	5-Year Average
24. Other Traffic	27	9	6	0	3	9
25. Theft Over \$5000	0	9	8	8	10	7
26. Arson	7	10	2	9	9	7
27. Sexual Assaults	5	5	11	6	6	7
28. Other Sexual Offences	1	4	7	10	4	5
29. Drug Enforcement - Trafficking	3	8	8	3	3	5
30. Federal – General	4	12	5	1	3	5
31. Municipal By-laws Traffic	6	4	0	3	5	4
32. Robbery	9	1	5	1	3	4
33. Drug Enforcement - Possession	6	3	2	1	4	3
34. Motor Vehicle Collision - Fatal	2	2	3	4	3	3
35. Kidnapping/Hostage/Abduction	0	1	4	1	3	2
36. Cannabis Enforcement	1	0	5	3	2	2
37. Offences Related to Death	2	2	2	1	1	2
38. Extortion	1	0	1	2	1	1
39. Drug Enforcement - Production	0	0	0	0	0	0
40. Drug Enforcement - Other	0	1	1	0	0	0
Total	1,387	2,304	1,320	2,031	1,303	1,669

The analysis of Table 13 (above), which details the Wetaskiwin Provincial Detachment's police activities from 2019 to 2023, reveals significant trends in various categories of incidents. Among the fastest increasing activities are incidents categorized under other provincial statutes, which have risen steadily from 89 in 2019 to 133 in 2023, injury motor vehicle collisions have increased from 24 incidents in 2019 to 42 in 2023, and criminal harassment cases have increased from 6 in 2019 to 22 in 2023.

On the other hand, activities such as disturbing the peace have seen a significant reduction, dropping from 48 incidents in 2019 to 19 in 2023.

Camrose Detachment Analysis

The table below describes the top occurrences as responded to by the Camrose Detachment, ordered by their 5-year average. The most common occurrences were Property Damage – Motor Vehicle Crash (Reportable), Other Provincial Statutes, Mental Health Act, Mischief to Property, and Theft Under \$5,000.

TABLE 14. CAMROSE DETACHMENT OCCURRENCES, 2019 - 2023¹³

Police Activity	2019	2020	2021	2022	2023	5-Year Average
1. Prop. Damage MVC (Reportable)	253	178	165	206	258	212
2. Other Provincial Statutes	52	66	71	59	82	66
3. Mental Health Act	54	33	45	72	57	52
4. Mischief To Property	36	58	46	35	66	48
5. Theft Under \$5,000	54	43	52	43	41	47
6. Break & Enter	59	47	52	36	19	43
7. Fraud	18	32	30	48	44	34
8. Theft of Motor Vehicle	40	22	35	40	24	32
9. Assault	22	25	26	25	32	26
10. Property Damage Motor Vehicle Crash (Non Reportable)	27	20	16	37	24	25
11. Injury Motor Vehicle Crash	27	16	22	25	29	24
12. Possession Stolen Goods	16	19	18	19	13	17
13. Municipal By-laws	29	18	8	14	9	16
14. Fail to Comply & Breaches	11	23	13	15	6	14
15. Criminal Harassment	9	4	8	15	14	10
16. Theft Over \$5,000	12	10	4	10	10	9
17. Uttering Threats	3	6	8	16	10	9
18. Disturbing the peace	5	8	8	7	12	8
19. Other Criminal Code	7	10	8	3	5	7
20. Liquor Act	11	4	2	3	3	5
21. Offensive Weapons	1	4	7	5	5	4
22. Sexual Assaults	1	1	7	3	8	4
23. Other Sexual Offences	0	5	5	3	6	4
24. Arson	5	2	5	1	4	3
25. Federal – General	2	3	3	4	5	3
26. Drug Enforcement - Trafficking	0	3	2	1	2	2
27. Cannabis Act	1	5	6	0	0	2

¹³ Camrose Provincial Detachment Calls for Service 2023 Report

Police Activity	2019	2020	2021	2022	2023	5-Year Average
28. Fatals	1	1	3	4	3	2
29. Offences Related to Death	1	0	0	1	3	1
30. Extortion	2	0	2	0	0	1
31. Drug Enforcement - Possession	1	2	0	0	1	1
32. Cannabis Enforcement	1	0	2	1	0	1
33. Municipal By-laws Traffic	0	3	1	1	2	1
34. Robbery	1	0	0	0	1	0
35. Kidnapping/Hostage/Abduction	0	0	0	0	1	0
36. Drug Enforcement - Production	0	0	0	0	0	0
37. Drug Enforcement - Other	0	0	0	0	0	0
Total	762	671	680	752	799	733

Summary

The analysis of Table 14 (above), detailing the occurrences responded to by the Camrose Detachment from 2019 to 2023, reveals significant trends in various categories of incidents. Among the fastest increasing activities are reportable property damage motor vehicle crashes, which rose notably from 165 incidents in 2021 to 258 in 2023. This trend indicates a growing issue with motor vehicle collisions, suggesting a need for enhanced traffic enforcement and public awareness campaigns on road safety.

Conversely, activities such as break and enter have seen a significant reduction, dropping from 59 incidents in 2019 to 19 in 2023. This decrease suggests that crime prevention and enforcement strategies have been effective. Continued focus on community-based initiatives and crime prevention programs will be essential to sustain this positive trend. Additionally, the category of disturbing the peace has shown low and fluctuating numbers, with a slight increase to 12 incidents in 2023 from 8 in 2020 and 2021. These relatively low numbers indicate that existing measures to address public disturbances are generally effective, and maintaining these strategies while monitoring their impact will be crucial.

4.2.7.3 Clearance Rates

When a police investigation leads to the identification of a suspect against whom a charge could be laid, that incident can be cleared. Criminal incidents can either be "cleared by charge" or "cleared otherwise." When an information is laid against the suspect (i.e., the person is formally charged), from a statistical point of view, the related actual incident can be cleared by charge. In cases where the police do not lay an information even though they have identified a suspect and have enough evidence to support the laying of such, the incident is cleared otherwise.

It is important to note that the clearance rates for different types of crimes can vary significantly. Crimes against persons, such as assault and robbery, often have higher clearance rates because they typically involve direct interactions between the victim and the perpetrator, providing more immediate evidence and witness testimony. In contrast, property crimes, such as theft and vandalism, can be more challenging to clear. These incidents often occur without direct witnesses and may lack sufficient evidence to identify a suspect. As a result, the clearance rates for property crimes tend to be lower, highlighting the inherent difficulties in solving these types of offenses.

*Wetaskiwin Municipal Detachment Clearance Types (2013 - 2022)*TABLE 15. WETASKIWIN MUNICIPAL DETACHMENT CLEARANCE TYPES, 2013 - 2022¹⁴

Clearance	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	5-Year Average
Cleared by charge	880	825	896	779	962	951	1,012	963	800	664	873
Cleared Otherwise	1,127	1,204	1,411	1,456	1,478	1,400	1,004	1,015	864	1,049	1,200
Total, adults charged	743	720	720	686	749	783	773	717	590	504	699
Totals, youth charged	87	59	67	28	126	70	75	33	22	30	60
Unfounded Incidents	..	..	..	..	497	472	549	501	319	392	455

Trend Analysis

- **Cleared by Charge:** The number of incidents cleared by charge peaked in 2019 at 1012 and has since declined significantly, reaching a low of 664 in 2022.
- **Cleared Otherwise:** There was a steady increase in incidents cleared otherwise up to 2017 (1478), followed by a decline and levelling out around 1000 incidents annually since 2019.
- **Total Adults Charged:** This metric peaked in 2017 at 749 and has shown a consistent decline, reaching 504 in 2022.
- **Total Youth Charged:** The numbers have fluctuated, with a peak in 2017 at 126 and a significant drop to 30 in 2022.
- **Unfounded Incidents:** Data for unfounded incidents begins in 2017, showing a peak in 2019 at 549 and a decrease to 392 in 2022.

TABLE 16. WETASKIWIN MUNICIPAL DETACHMENT CLEARANCE BY OCCURRENCE TYPE, 2019 - 2023¹⁵

Clearance Category	2019	2020	2021	2022	2023
Persons	56%	46%	49%	45%	40%
Property	27%	29%	25%	32%	33%
Other	66%	65%	59%	61%	54%
Total	45%	45%	41%	42%	39%

¹⁴ Incident-based crime statistics, by detailed violations, police services in Alberta, Wetaskiwin, Alberta, Royal Canadian Mounted Police, municipal, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018301&pickMembers%5B0%5D=1.175&pickMembers%5B1%5D=2.1&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

¹⁵ Wetaskiwin Municipal Detachment Profile 2023

Trend Analysis

- **Persons:** Clearance rates for persons-related incidents have steadily declined from 56% in 2019 to 40% in 2023.
- **Property:** Clearance rates for property-related incidents have increased from 27% in 2019 to 33% in 2023.
- **Other:** Clearance rates for other incidents peaked at 66% in 2019 and have decreased to 54% in 2023.
- **Total:** Overall clearance rates have declined from 45% in 2019 to 39% in 2023.

Wetaskiwin Provincial Detachment Clearance Types (2013 - 2022)

TABLE 17. WETASKIWIN RURAL DETACHMENT CLEARANCE TYPES, 2013 - 2022¹⁶

Clearance	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	5-Year Average
Cleared by charge	186	199	250	211	218	212	185	169	135	122	189
Cleared otherwise	174	184	167	118	139	123	85	77	81	70	122
Total, adult charged	178	175	238	207	203	199	162	123	116	107	171
Total, youth charged	13	34	14	8	9	8	16	12	6	3	12
Unfounded incidents	..	..	..	..	103	85	80	89	75	65	86

Trend Analysis

- **Cleared by Charge:** After peaking in 2015 at 250, the number of incidents cleared by charge has steadily declined, reaching a low of 122 in 2022.
- **Cleared Otherwise:** This metric peaked in 2014 at 184 and has generally declined, reaching 70 in 2022.
- **Total Adults Charged:** The peak was in 2015 at 238, followed by a gradual decline to 107 in 2022.
- **Total Youth Charged:** The highest number was in 2014 at 34, followed by fluctuations and a low of 3 in 2022.
- **Unfounded Incidents:** Data from 2017 shows a peak in 2020 at 89, with a decrease to 65 in 2022.

¹⁶ Incident-based crime statistics, by detailed violations, police services in Alberta, Wetaskiwin, Alberta, Royal Canadian Mounted Police, rural, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510018301&pickMembers%5B0%5D=1.176&pickMembers%5B1%5D=2.1&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

TABLE 18. WETASKIWIN PROVINCIAL DETACHMENT CLEARANCE BY OCCURRENCE TYPE, 2019 - 2023¹⁷

Clearance Category	2019	2020	2021	2022	2023
Persons	58%	54%	39%	41%	35%
Property	12%	17%	11%	16%	13%
Other	72%	64%	63%	60%	64%
Total	26%	31%	26%	29%	25%

Trend Analysis

- **Persons:** Clearance rates for persons-related incidents have declined from 58% in 2019 to 35% in 2023.
- **Property:** Clearance rates for property-related incidents have fluctuated, with a peak of 17% in 2020 and a low of 11% in 2021, ending at 13% in 2023.
- **Other:** Clearance rates for other incidents peaked at 72% in 2019, with a low of 60% in 2022, and recovered slightly to 64% in 2023.
- **Total:** Overall clearance rates increased to 31% in 2020, then declined to 25% in 2023.

Camrose Provincial Detachment Clearance Types (2013 - 2022)

TABLE 19. CAMROSE PROVINCIAL DETACHMENT CLEARANCE TYPES, 2013 - 2022

Clearance Category	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Cleared by charge	48	63	64	77	70	66	62	67	54	38
Cleared otherwise	40	60	50	63	73	51	16	36	45	37
Total, adult charged	49	55	53	72	64	62	68	63	45	36
Total, youth charged	2	7	6	4	7	2	0	2	2	0
Unfounded incidents	..	..	..	..	49	43	55	37	42	45

Trend Analysis

- **Cleared by Charge:** After peaking in 2016 at 77, the number of incidents cleared by charge has declined, reaching a low of 38 in 2022.
- **Cleared Otherwise:** This metric peaked in 2017 at 73 and has fluctuated but generally declined to 37 in 2022.
- **Total Adults Charged:** The peak was in 2016 at 72, followed by a gradual decline to 36 in 2022.
- **Total Youth Charged:** The number of youths charged has remained consistently low, peaking at 7 in 2014/2017 and dropping to 0 in 2022.
- **Unfounded Incidents:** The number of unfounded incidents has shown variability, with a peak of 49 in 2017 and a slight decrease to 45 in 2022.

¹⁷ Wetaskiwin Provincial Detachment Profile, 2019 - 2023

TABLE 20. CAMROSE PROVINCIAL DETACHMENT CLEARANCE BY OCCURRENCE TYPE, 2019 - 2023

Clearance Category	2019	2020	2021	2022	2023
Persons	62%	54%	55%	54%	49%
Property	9%	14%	12%	9%	11%
Other	46%	67%	64%	47%	39%
Total	19%	27%	25%	21%	22%

Trend Analysis

- **Persons:** Clearance rates for persons-related incidents have declined from 62% in 2019 to 49% in 2023.
- **Property:** Clearance rates for property-related incidents have fluctuated, with a peak of 14% in 2020 and a low of 9% in 2022, ending at 11% in 2023.
- **Other:** Clearance rates for other incidents peaked at 67% in 2020, ending with a low of 39% in 2023.
- **Total:** Overall clearance rates increased to 27% in 2020, then declined to 22% in 2023.

Summary of Trends

The analysis of clearance rates from the Wetaskiwin/Camrose Municipal and Provincial Detachments shows several key trends:

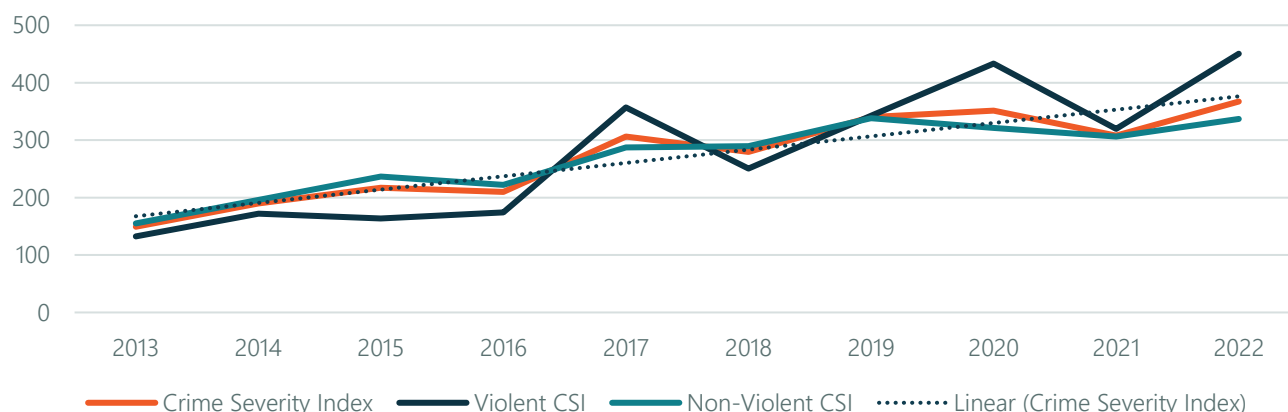
- All three detachments have seen a general decline in the number of incidents cleared by charge and the total number of adults and youths charged.
- Clearance rates for property-related incidents have improved in the municipal detachment but have remained very low in the provincial detachments.
- Persons-related incidents have seen a consistent decline in clearance rates in three detachments.
- The overall clearance rates in all three detachments show a downward trend over the five-year period.

4.2.7.4 Crime Severity Index

The Crime Severity Index (CSI) tracks changes in the severity of police-reported crime by accounting for both the amount of crime reported by police in each jurisdiction and the relative seriousness of these crimes. Each type of offence is assigned a seriousness "weight" derived from actual sentences handed down by courts in all provinces and territories. More serious crimes are assigned higher weights, while less serious offences receive lower weights. Offences that typically result in incarceration are considered more serious than those that do not. Each occurrence of a particular offence is assigned the same weight regardless of the specific outcome of any individual case. For example, all robberies reported by police carry the same weight in the Index, regardless of the specific characteristics of each incident.

Wetaskiwin Municipal Detachment

Figure 11 (below) provides a visual representation of the Crime Severity Index (CSI) for Wetaskiwin Municipal Detachment from 2013 to 2022, broken down by overall CSI, violent CSI, and non-violent CSI.

FIGURE 11. WETASKIWIN MUNICIPAL CRIME SEVERITY INDEX 2013 - 2022¹⁸

Trend Analysis

- Overall Crime Severity Index (CSI)**
 - Wetaskiwin's Municipal overall CSI has been increasing significantly from 2013 to 2022.
 - The CSI rose from 149.22 in 2013 to 367.16 in 2022.
 - There was a notable spike in 2017, where the CSI increased sharply to 306.29 from 209.69 in 2016.
 - Linear regression analysis reveals that the CSI has been increasing by approximately 23.18 points annually.
- Violent Crime Severity Index (Violent CSI)**
 - The Violent CSI showed considerable fluctuation over the years, peaking in 2022 at 450.42.
 - A significant increase occurred in 2017, where the Violent CSI jumped to 357.11 from 174.06 in 2016.
 - Another peak was observed in 2020 with a Violent CSI of 433.01, possibly reflecting pandemic-related influences.
- Non-Violent Crime Severity Index (Non-Violent CSI)**
 - The Non-Violent CSI has also shown an upward trend, increasing from 155.04 in 2013 to 336.99 in 2022.
 - Similar to the overall CSI, there was a notable increase in 2017, rising to 287.27 from 222.01 in 2016.
 - The Non-Violent CSI has shown more stability compared to the Violent CSI but continues to rise steadily.

Observations

- Wetaskiwin's Municipal CSI has been increasing significantly, driven by rises in both violent and non-violent crimes.

¹⁸ Crime severity index and weighted clearance rates, Wetaskiwin, Alberta, Royal Canadian Mounted Police, municipal
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510019001&pickMembers%5B0%5D=1.175&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

- The general CSI adheres more closely to the non-violent component, though both violent and non-violent components tend to track together over the years.
- Crime rates in general fell across the country due to the global pandemic, but Wetaskiwin saw an increase in Violent CSI in 2020, contrary to the national trend.
- There has been variation in the specific police occurrences driving these increases. In earlier years, offences such as homicide, robbery, kidnapping/hostage/abduction, fraud, theft of motor vehicle, and impaired driving were driving the CSI increases. In more recent times, this has become mischief, assault, uttering threats, sexual assault, drug trafficking, and offensive weapons.

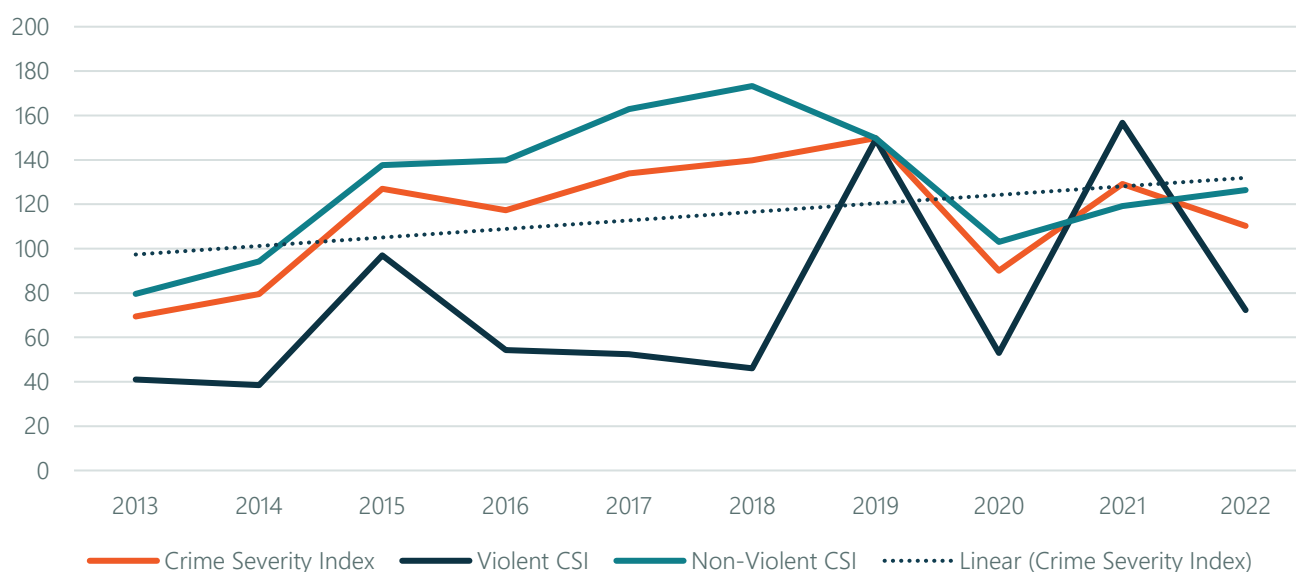
Summary

The Crime Severity Index provides a comprehensive measure of the severity of crime in Wetaskiwin by considering both the volume and seriousness of reported crimes. From 2013 to 2022, Wetaskiwin's CSI has shown a significant upward trend, with substantial increases in both violent and non-violent crime severity.

Wetaskiwin Provincial Detachment

Figure 12 (below), provides a visual representation of the Crime Severity Index (CSI) for Wetaskiwin Provincial Detachment from 2013 to 2022, broken down by overall CSI, violent CSI, and non-violent CSI.

FIGURE 12 WETASKIWIN PROVINCIAL DETACHMENT CRIME SEVERITY INDEX 2013 - 2022¹⁹



Trend Analysis

- **Overall Crime Severity Index (CSI)**

¹⁹ Crime severity index and weighted clearance rates, Wetaskiwin, Alberta, Royal Canadian Mounted Police, municipal
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510019001&pickMembers%5B0%5D=1.175&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

- The overall Crime Severity Index (CSI) shows a gradual upward trend from 2013 to 2022.
- The CSI increased from around 70 in 2013 to a peak of around 150 in 2019, followed by a decline in 2020.
- The index shows a rise again in 2021, before slightly declining in 2022.
- **Violent Crime Severity Index (Violent CSI)**
 - It started low in 2013, with a notable peak in 2015, reaching approximately 90.
 - After a decline in 2016, the Violent CSI peaked again around 2018-2019, reaching about 140.
 - A sharp decrease occurred in 2020, followed by another rise in 2021 and a significant drop in 2022.
 - Despite fluctuations, the overall trend for the Violent CSI is upward.
- **Non-Violent Crime Severity Index (Non-Violent CSI)**
 - The Non-Violent CSI also shows an upward trend, although it is less volatile compared to the Violent CSI.
 - It started at around 80 in 2013, increasing steadily to a peak of 173 in 2019.
 - After a decline in 2020, the Non-Violent CSI rose again in 2021 before declining slightly in 2022.
 - The overall trend for the Non-Violent CSI is a steady increase, as indicated by the linear trendline.

Observations

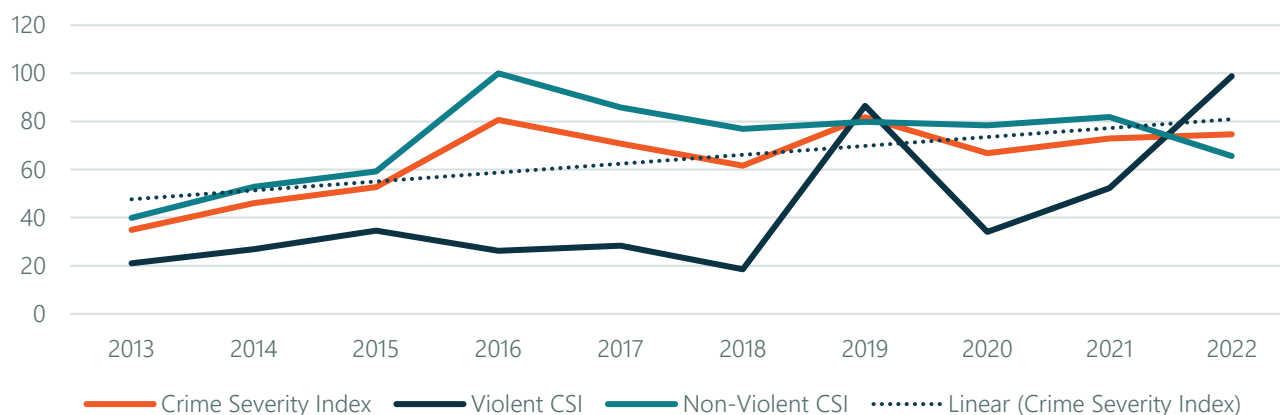
- The overall CSI for Wetaskiwin Provincial Detachment has been increasing, driven by rises in both violent and non-violent crimes.
- The Violent CSI shows more dramatic fluctuations compared to the Non-Violent CSI, indicating periods of heightened violent crime followed by declines. The relatively small population of the community can lead to a relatively few number of serious occurrences in a particular year having a dramatic impact on the CSI.
- Both the Violent CSI and Non-Violent CSI exhibit peaks around 2018-2019, suggesting a period of increased crime severity during these years.
- The general CSI follows the non-violent component more closely, although both components tend to track together over the years.

Summary

The Crime Severity Index provides a comprehensive measure of the severity of crime in the Wetaskiwin Provincial Detachment by considering both the volume and seriousness of reported crimes. From 2013 to 2022, the CSI has shown an upward trend, with increases in both violent and non-violent crime severity. In 2022, the Wetaskiwin Provincial Detachment CSI was slightly higher than the Alberta average (110 vs 103).

Camrose Provincial Detachment

Figure 13 (below), provides a visual representation of the Crime Severity Index (CSI) for Camrose Provincial Detachment from 2013 to 2022, broken down by overall CSI, violent CSI, and non-violent CSI.

FIGURE 13. CAMROSE PROVINCIAL CRIME SEVERITY INDEX 2013 - 2022²⁰

Trend Analysis

- **Overall Crime Severity Index (CSI)**
 - The overall Crime Severity Index (CSI) has shown a general upward trend from 2013 to 2022.
 - The CSI started at around 40 in 2013, with a steady increase to approximately 60 by 2016.
 - After a slight decline in 2017, the CSI peaked around 2019, reaching about 82.
 - The index shows a fluctuation from 2020 to 2022, with a slight increase in the last year.
 - The linear trendline indicates a steady increase in the overall CSI over the years.
- **Violent Crime Severity Index (Violent CSI)**
 - The Violent CSI exhibited considerable fluctuations over the years.
 - It started low in 2013, with a notable increase in 2014, reaching approximately 40.
 - After a decline from 2015 to 2017, the Violent CSI peaked sharply in 2019 at around 86.
 - A sharp decrease occurred in 2020, followed by fluctuations and a significant rise again in 2022, reaching about 99.
 - Despite fluctuations, the overall trend for the Violent CSI is upward.
- **Non-Violent Crime Severity Index (Non-Violent CSI)**
 - The Non-Violent CSI also shows an upward trend, although it is less volatile compared to the Violent CSI.
 - It started at around 40 in 2013, increasing steadily to a peak of approximately 100 in 2015.

²⁰ Crime severity index and weighted clearance rates, Wetaskiwin, Alberta, Royal Canadian Mounted Police, municipal
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510019001&pickMembers%5B0%5D=1.175&cubeTimeFrame.startYear=2018&cubeTimeFrame.endYear=2022&referencePeriods=20180101%2C20220101>

- After a decline in 2016, the Non-Violent CSI remained relatively stable with slight fluctuations.

Observations

- The overall CSI for Camrose Provincial Detachment has been increasing driven by rises in both violent and non-violent crimes.
- The Violent CSI shows more dramatic fluctuations compared to the Non-Violent CSI, indicating periods of heightened violent crime followed by declines.
- The general CSI follows the non-violent component more closely, although both components tend to track together over the years.

Summary

The Crime Severity Index provides a comprehensive measure of the severity of crime in the Camrose Provincial Detachment by considering both the volume and seriousness of reported crimes. From 2013 to 2022, the CSI has shown an upward trend, with increases in both violent and non-violent crime severity. In 2022, the Camrose Provincial Detachment CSI was significantly lower than the Alberta average (75 vs 103).

4.2.7.1 Officer Workload

The metrics provided in the tables below demonstrate the reported workload of Wetaskiwin/Camrose Detachment officers, specifically through the “Criminal Code Incidents / Regular Member” metric, which describes the proportion of criminal code incidents to the number of police officers. Although these metrics are reported separately for Wetaskiwin/Camrose Municipal and Wetaskiwin Provincial detachments, in practice, officers from all the detachments may respond to calls in each other’s jurisdictions, often sharing the workload.

Definitions:

- **Criminal Code Incidents per Regular Member (CC/RM):** This metric refers to the proportion of criminal code incidents to the number of police officers.
- **Criminal Code Cases per 1000 (CC/1000):** The traditional crime rate is expressed as a rate per 1000 population. The crime rate is calculated by summing all Criminal Code incidents and dividing by the population.
- **Police to Population Ratio (PPR):** This ratio quantifies the relationship between the number of police officers and the total population served.

FIGURE 14. CRIMINAL CODE INCIDENTS PER REGULAR MEMBER

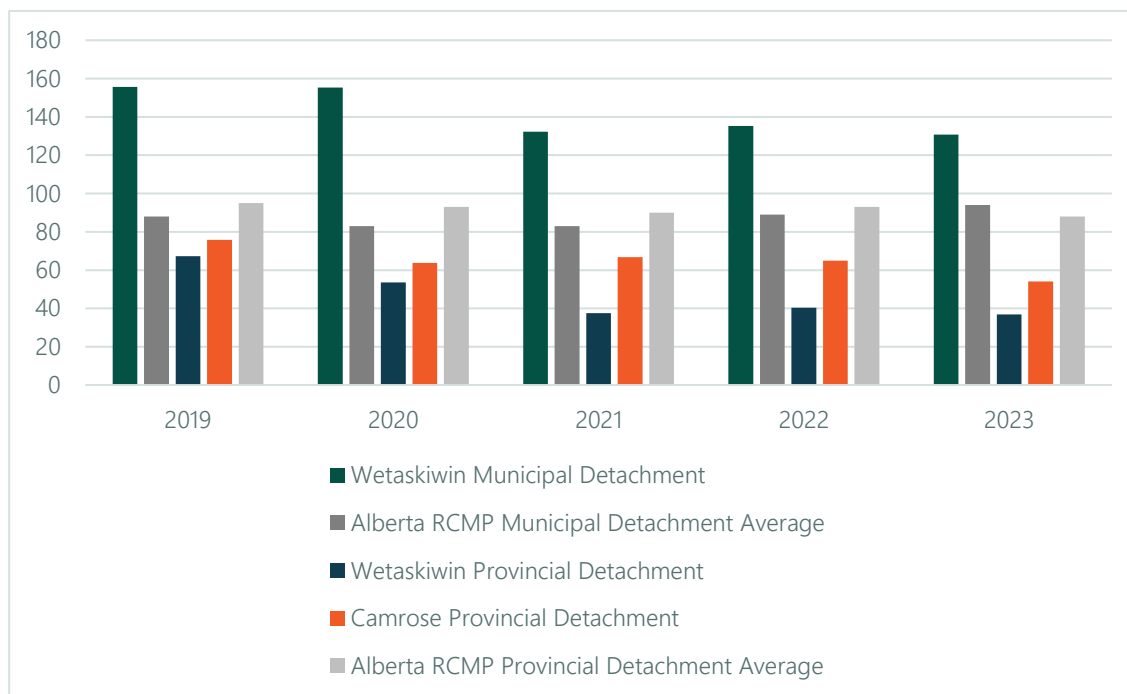


FIGURE 15. CRIMINAL CODE CASES PER 1,000 POPULATION

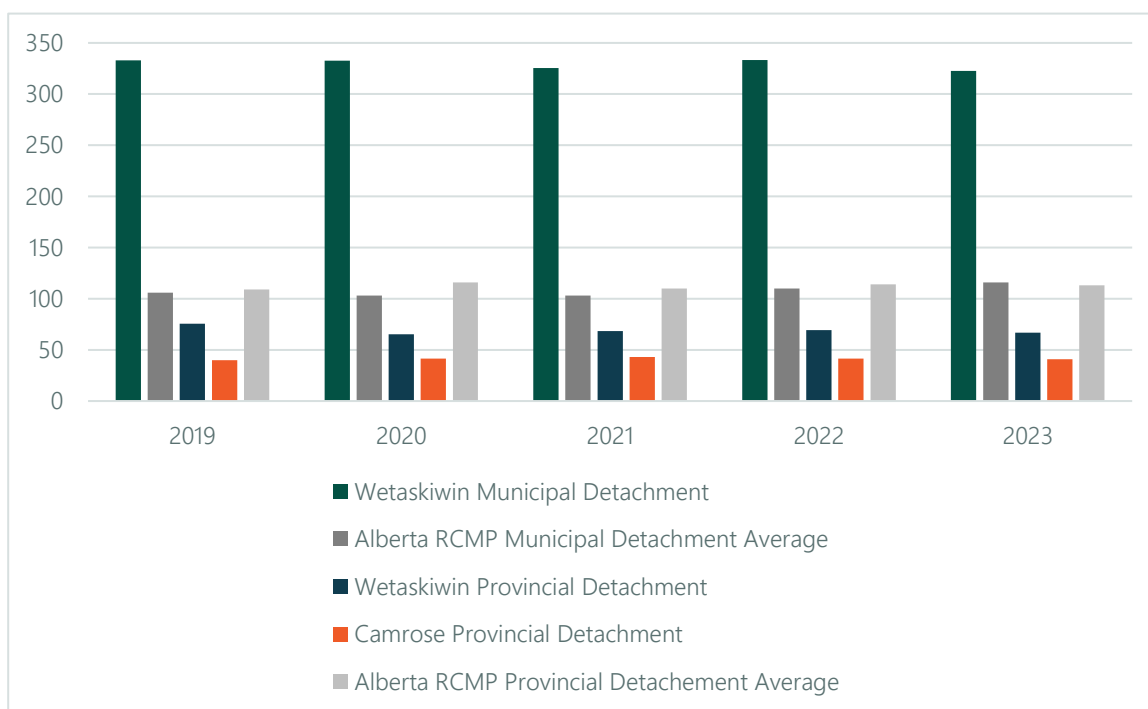
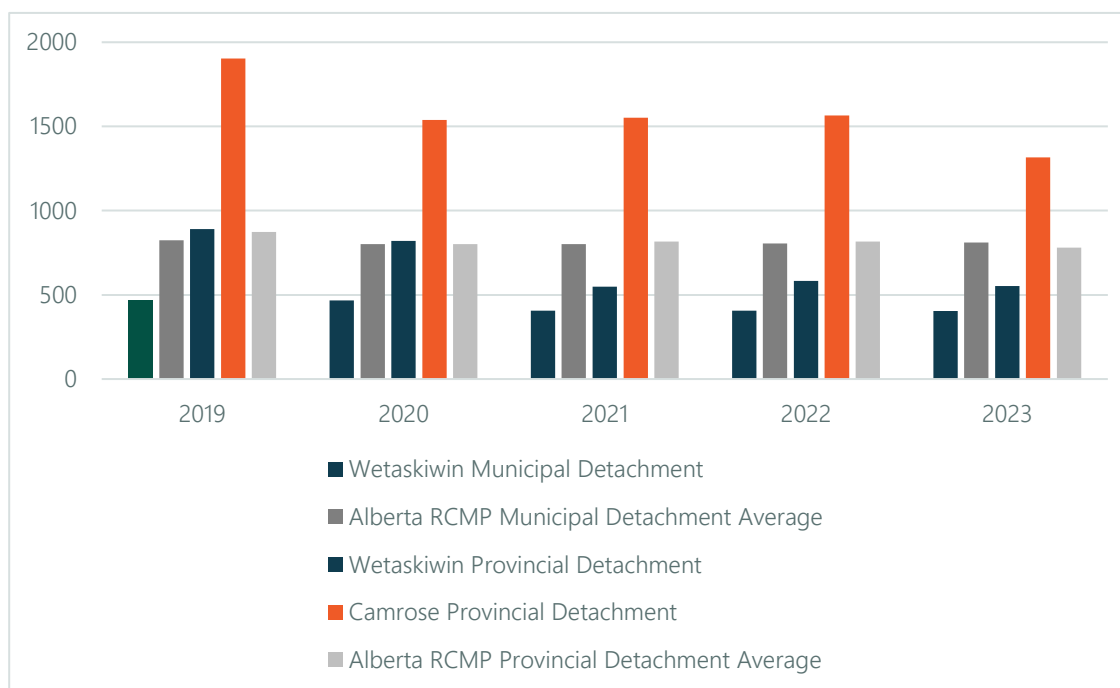


FIGURE 16. POLICE TO POPULATION RATIO (NUMBER OF RESIDENTS SERVED BY ONE OFFICER)



Summary

The provided metrics highlight the workload of officers in the Wetaskiwin/Camrose Municipal and Provincial Detachments. Analysis of these metrics shows that Wetaskiwin Municipal officers experience a higher workload compared to provincial counterparts, with a significant number of criminal code incidents per regular member and a higher Crime Severity Index (CSI). However, the Wetaskiwin and Camrose Provincial Detachment officers have a lower Police to Population Ratio, indicating fewer officers per population compared to municipal detachments. Benchmarking against other Alberta detachments reveals that Wetaskiwin/Camrose Detachments combined post officer workload is slightly higher than the provincial average. These insights emphasize the need for strategic resource allocation to manage officer workload effectively and maintain community safety.

4.3 Financials

4.3.1 Wetaskiwin Municipal Detachment (City of Wetaskiwin)

Under the City of Wetaskiwin's Municipal Police Service Agreement (MPSA), the city is responsible for covering 70% of the costs associated with the policing services provided by the RCMP, while the Federal government covers the remaining 30%. This 70/30 cost-sharing arrangement applies to all communities policed by the RCMP with populations under 15,000. Over the last three years, Wetaskiwin's portion of the annual policing expenditures averaged \$3,758,412, with a growth rate of 33.33% between fiscal years 20/21 to 22/23.

In addition to the shared costs, the city is entirely responsible for specific expenses, including accommodations, Corps of Commissionaires, prisoner expenditures, and civilian support staff pay (as of 2023-2024). These expenses are referred to as Location-Specific or Non-Pooled costs, for which the city is billed 100% of the final costs.

The City of Wetaskiwin receives quarterly invoices from the RCMP based on budgeted policing costs. At the end of the fiscal year, the final costs and amounts are reconciled. The table below includes the reconciled RCMP expenditures, encompassing both pooled and non-pooled costs, along with the respective cost-sharing percentages as described above.

TABLE 21. WETASKIWIN MUNICIPAL DETACHMENT EXPENDITURES

Expenditures	20-21	21-22	22-23
Total Pooled Costs for Wetaskiwin			
FTE Per Capita Cost	\$3,983,533.20	\$5,083,450.16	\$5,400,207.42
Reservist	\$0.00	\$6,842.99	\$0.00
Overtime	\$371,480.50	\$421,200.45	\$390,119.94
Total Costs	\$4,355,013.70	\$5,511,493.60	\$5,790,327.36
Contract Rate	70%	70%	70%
Total Pooled Costs at Contract Rate	\$3,048,509.59	\$3,858,045.52	\$4,053,229.15
Location Specific Costs			
Corps of Commissionaires	\$88,091.31	\$83,739.29	\$94,332.19
Administrative Support	\$0	\$0	\$38,478.62
Direct Accommodation	\$5,651.58	\$1,518.13	\$3,641.72
Total Location Costs at Contract Rate	\$93,742.89	\$85,257.42	\$136,452.53
Final Costs at Contract Partner Share	\$3,142,252.48	\$3,943,302.94	\$4,189,681.69

Note: RCMP expenditures for fiscal year 2023-24 have been excluded as complete data for Q4 is not yet available for this period. The financial analysis includes completed fiscal years from 2019-2023 to ensure accuracy and reliability of the findings.

4.3.2 Wetaskiwin/Camrose Provincial Detachments (County of Wetaskiwin, Camrose County, Town of Millet)

In Alberta, the responsibility for providing adequate and effective policing services is mandated to the provincial government under the *Police Act*. The Police Funding Model (PFM) allocates a portion of the total provincial cost of frontline officers to municipalities receiving services from the Provincial Police Service (RCMP). Under the new PFM, municipalities that previously did not contribute to the costs of frontline policing are now required to pay a share of these expenses.

The PFM uses five variables to distribute the province's policing costs: equalized assessment, population, crime severity, shadow population, and detachment location. Each municipality's costs are calculated using a formula that combines a base amount with appropriate adjustments.

Base Cost Calculation: The base cost is calculated using the following formula:

$$\text{Base Cost} = \text{Weighted equalized assessment (50\%)} + \text{weighted population (50\%)}$$

Modifiers: The total share of policing costs may be adjusted by the following modifiers:

- **Shadow Population:** A subsidy of up to 5% is given if the shadow population is officially recognized by the Government of Alberta or according to the President of Treasury Board and Minister of Finance.
- **Crime Severity Index (CSI):** A subsidy of 0.05% per CSI point is given if a municipality's three-year average CSI is above the rural three-year municipal average.
- **Detachment Location:** A 5% subsidy is given to municipalities that do not have an RCMP detachment within their community.

The table below summarizes the total policing costs generated under the PFM for each of the three municipalities included in this study: County of Wetaskiwin, Camrose County, and the Town of Millet.

TABLE 22. POLICE FUNDING MODEL EXPENDITURES

	2020	2021	2022	2023	2024
County of Wetaskiwin	\$194,173	\$356,165	\$483,412	\$751,007	\$829,670
Camrose County	\$215,923	\$323,176	\$430,592	\$644,352	\$648,844
Town of Millet	\$34,863	\$33,316	\$54,530	\$74,607	\$104,663
Total Annual PFM Expenditure	\$444,959	\$712,657	\$968,534	\$1,469,966	\$1,583,177

4.4 Cross-Jurisdictional Review

The objective of this section is to compare the Wetaskiwin Municipal Detachment to other jurisdictions within Alberta and across Canada. The selected comparator communities are:

- Thompson, Manitoba;
- North Battleford, Saskatchewan;
- Ponoka, Alberta;
- Kenora, Ontario; and
- Williams Lake, British Columbia.

These communities were chosen due to similar factors such as population size, rural/urban settings, and regional demographics. A similar comparison for Wetaskiwin and Camrose Provincial Detachments is not available due to limitations with data availability.

Key Metrics for Comparison

1. **Population:** The total number of residents within a jurisdiction as defined by Statistics Canada or Indigenous Services Canada.
2. **Authorized Strength:** The number of officers approved to provide policing services within a given jurisdiction by the respective police services or governance bodies.
3. **Number of Police Officers:** The number of officers on active duty, which may not equal the authorized strength due to budget constraints, recruitment, and retention challenges.

4. **Number of Officers per 100,000 Population:** A rate calculation that enables comparisons between populations of various sizes.
5. **Authorized Strength per 100,000 Population:** A rate calculation of the total number of potential officers that may be hired by a police service per population.
6. **Crime Severity Index (CSI):** A measure that tracks changes in the severity of crime by accounting for both the amount and seriousness of crimes reported to the police.
7. **Violent Crime Severity Index:** A subset of the CSI that includes only violent crimes.
8. **Non-Violent Crime Severity Index:** A subset of the CSI that includes only non-violent crimes.
9. **Weighted Clearance Rate:** The proportion of crimes solved by the police, weighted by the seriousness of the crime.
10. **Violent Weighted Clearance Rate:** The weighted clearance rate for violent crimes.
11. **Non-Violent Weighted Clearance Rate:** The weighted clearance rate for non-violent crimes.
12. **Incident-Based Crime Statistics:** The total number of distinct events where one or more criminal offenses were committed.
13. **Incidents per 100,000 Population:** A rate calculation of the total number of criminal incidents using the population of the jurisdiction.
14. **Incidents per Officer:** The ratio of the annual number of criminal incidents to the total annual number of police officers.

TABLE 23. COMPARISON BETWEEN WETASKIWIN AND OTHER COMPARATOR JURISDICTIONS (2022)

	Wetaskiwin	Thompson	North Battleford	Ponoka	Kenora	Williams Lake	Alberta Average
Population	12,317	13,707	14,292	7,518	-	11,385	4,561,350
Police Officers	33	36	37	12	-	25.00	8,007
Officers / 100,000	268	263	259	160	-	220	176
Authorized Strength	31	38	37	12	-	25	8,190
Authorized Strength / 100,000	252	277	259	160	-	220	182
Crime Severity Index	367	531	557	189	129	246	103
Violent CSI	450	992	607	189	165	331	110
Non-Violent CSI	337	352	542	176	116	215	101
Weighted Clearance Rate	40%	58%	32%	35%	59%	33%	34%
Violent Weighted Clearance Rate	59%	66%	37%	55%	84%	47%	53%

	Wetaskiwin	Thompson	North Battleford	Ponoka	Kenora	Williams Lake	Alberta Average
Non-Violent Weighted Clearance Rate	30%	50%	35%	26%	45%	24%	26%
Actual Incidents	4,209	7,880	8,268	1,359	2,489	2,359	393,027
Incidents / 100,000	34,172	57,489	57,851	18,077	13,472	20,720	8,651
Incidents / Officer	128	219	223	113	-	94	49

FIGURE 17. CRIME SEVERITY INDEX FOR WETASKIWIN MUNICIPAL DETACHMENT AND SELECTED COMPARATORS (2013 - 2022)

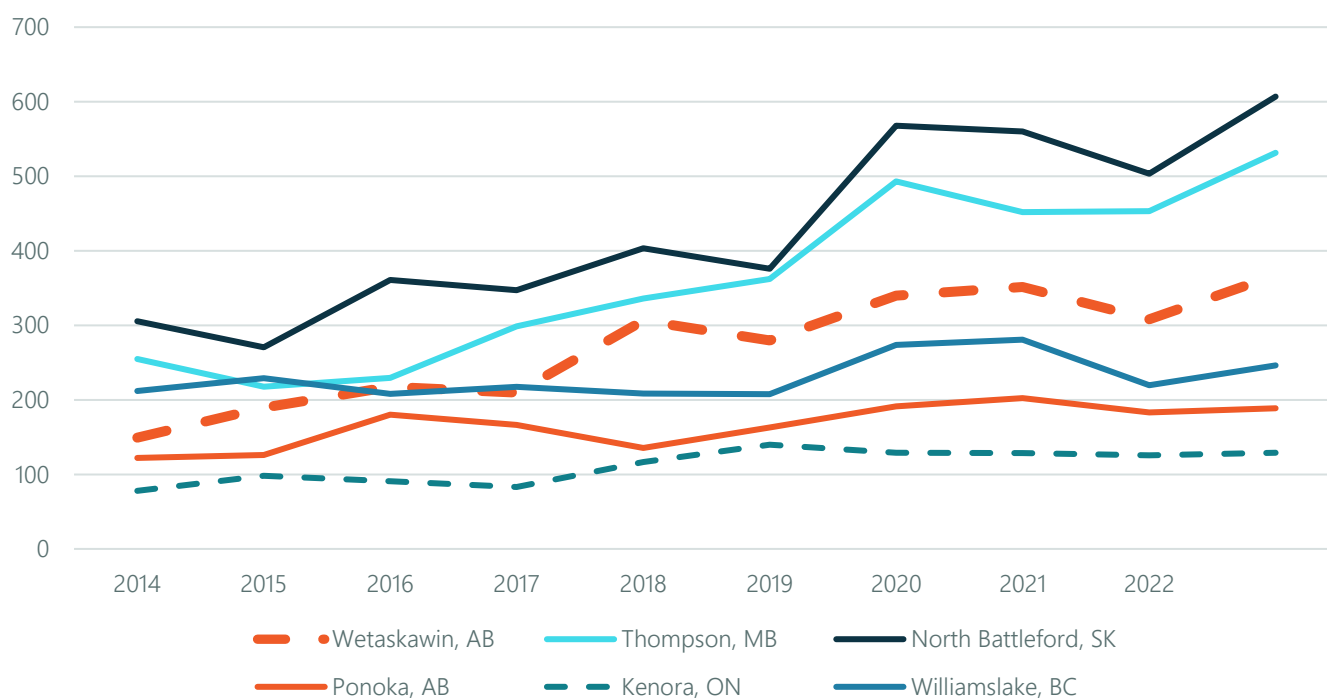


FIGURE 18. VIOLENT CRIME SEVERITY INDEX FOR WETASKIWIN MUNICIPAL DETACHMENT AND SELECTED COMPARATORS (2013 - 2022)

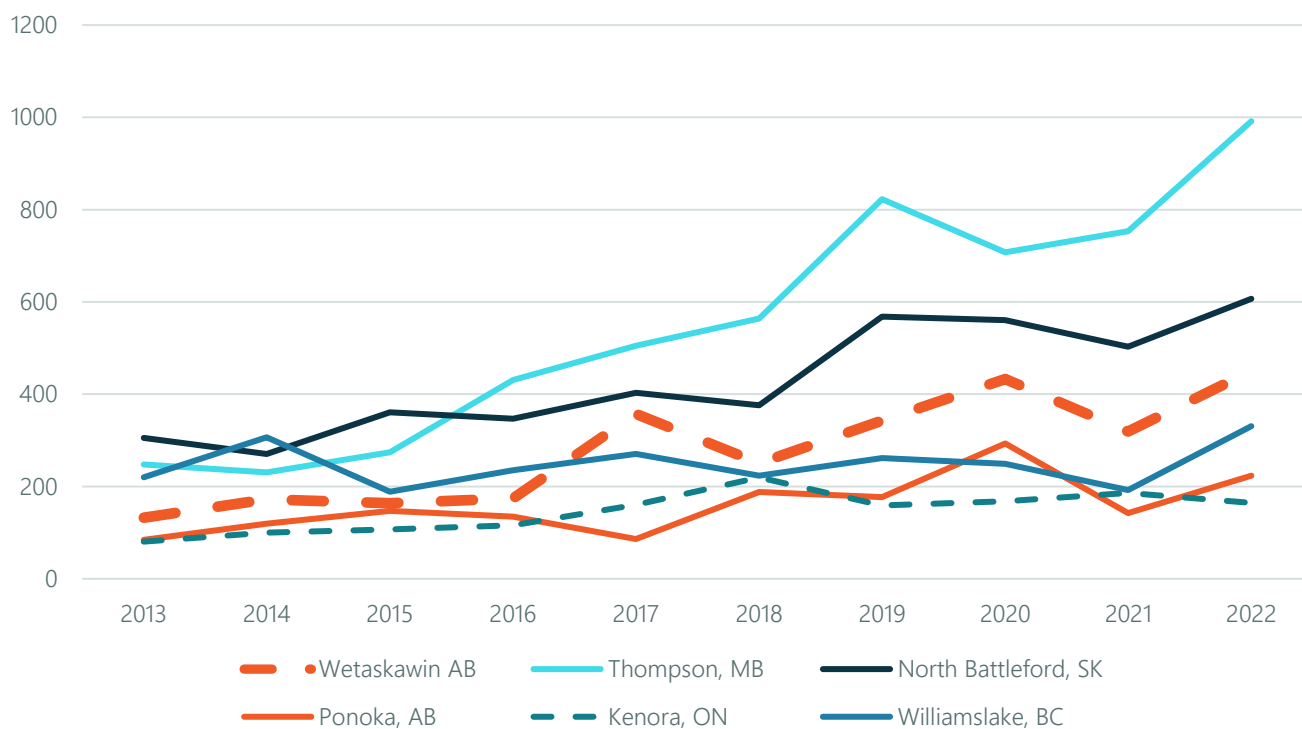


FIGURE 19. NON-VIOLENT CRIME SEVERITY INDEX FOR WETASKIWIN MUNICIPAL DETACHMENT AND SELECTED COMPARATORS (2013 - 2022)

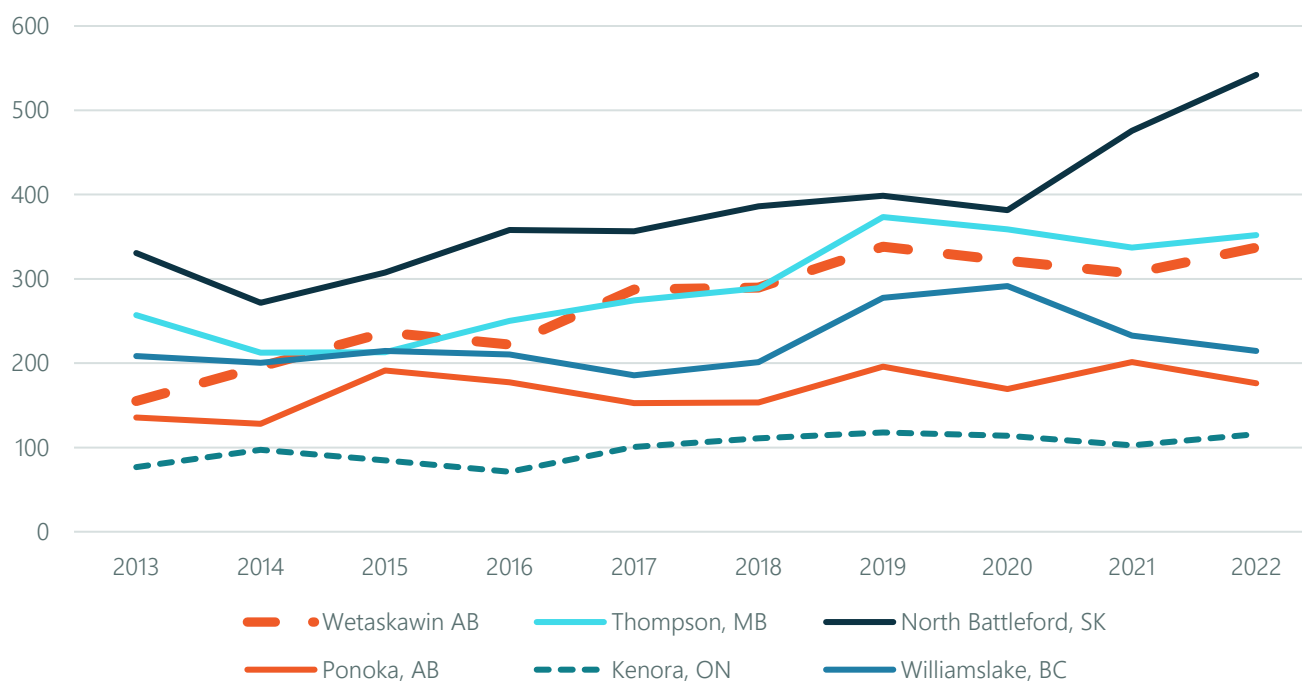


FIGURE 20. INCIDENT RATE PER 100,000 FOR WETASKIWIN MUNICIPAL DETACHMENT AND SELECTED COMPARATORS, 2013 - 2022

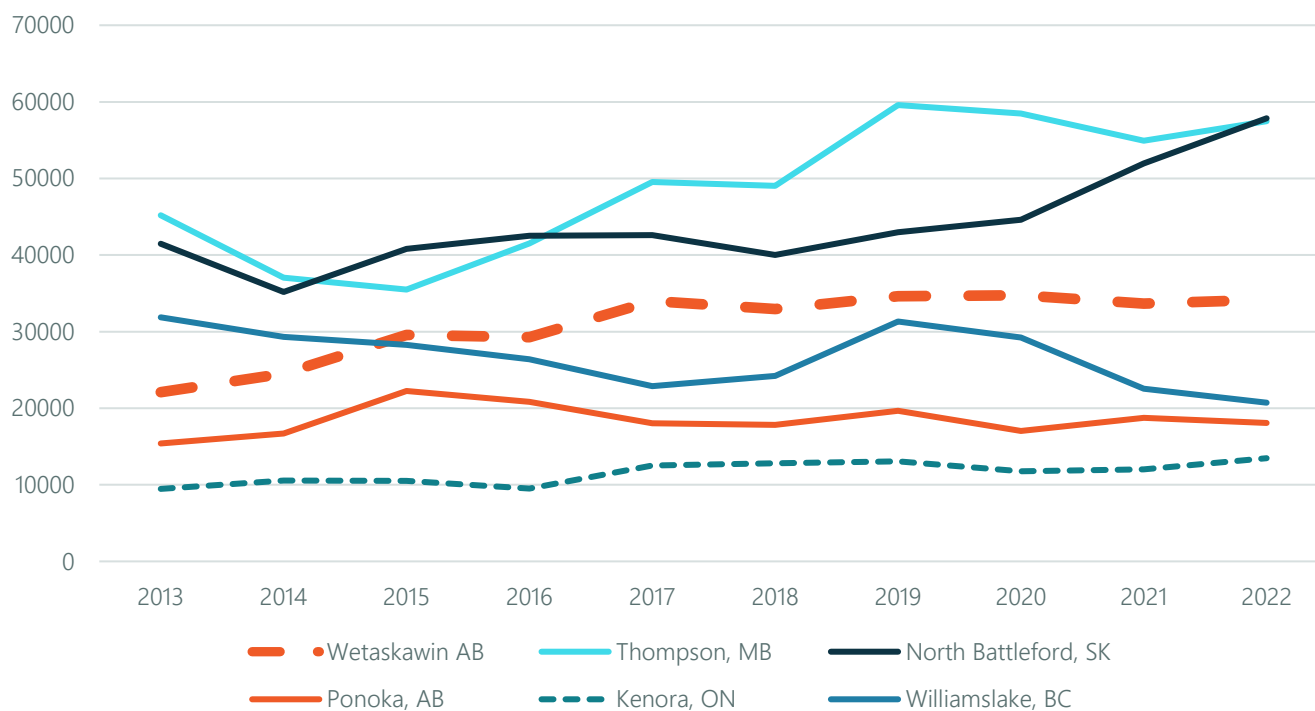
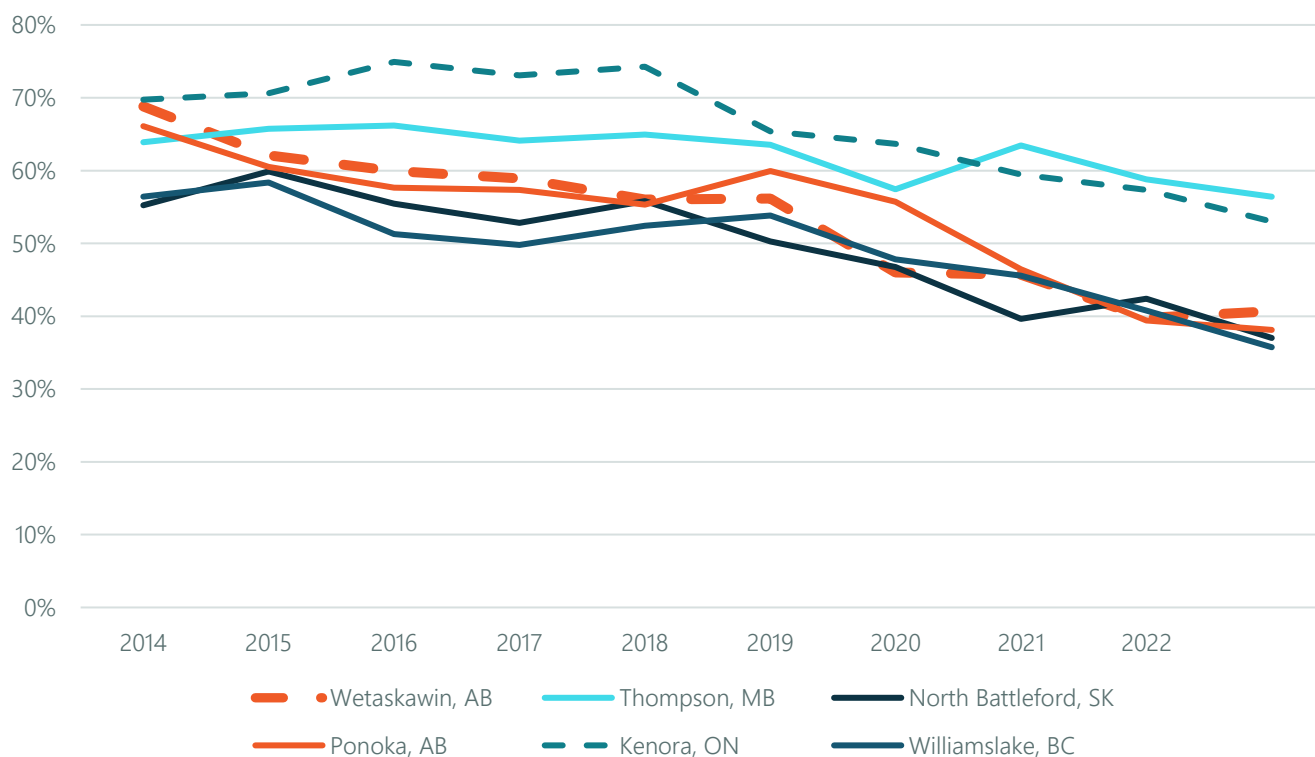


FIGURE 21. CLEARANCE RATE PERCENTAGE FOR WETASKIWIN MUNICIPAL DETACHMENT AND SELECTED COMPARATORS, 2013 - 2022



Insights

- **Population and Police Staffing:**
 - Wetaskiwin has a comparable population and police officer count to Thompson and North Battleford but has a higher number of officers per 100,000 population compared to Ponoka and Williams Lake.
 - The authorized strength per 100,000 population is slightly lower in Wetaskiwin compared to Thompson but higher than the provincial average.
- **Crime Severity Index (CSI):**
 - Wetaskiwin's overall CSI is higher than the Alberta average but median among the selected comparator jurisdictions.
 - Thompson has the highest CSI and Violent CSI among the comparators, indicating significant crime severity challenges.
 - Wetaskiwin's Non-Violent CSI is lower than its Violent CSI, suggesting a relatively higher prevalence of violent crimes impacting the CSI.
- **Weighted Clearance Rates:**
 - Wetaskiwin's weighted clearance rates for both violent and non-violent crimes are in line with the averages but show room for improvement compared to higher-performing jurisdictions like Kenora and Thompson.
- **Incidents and Workload:**
 - Wetaskiwin has a high rate of incidents per 100,000 population and a moderate rate of incidents per officer compared to other jurisdictions.
 - Thompson and North Battleford show higher incidents per officer, suggesting a heavier workload per officer in these areas.

Cross Jurisdictional Learnings

- **Thompson, MB:**
 - In 2020, the Province of Manitoba provided \$2.8 million to the City of Thompson to develop and open a sobering centre. While this has not yet materialized, the Manitoba Keewatinowi Okimakanak (MKO) assumed the operation of what had been known as the Thomson Healing Centre in July 2023, renaming it the Wellbreity Centre with plans of attaching a sobering centre.
 - The Thompson Economic Diversification Group (TEDWG) has been lobbying for a restorative justice and remand facility in Thompson since 2012 and continues to do so as stated in its 2019 – 2022 Strategic Plan (most recent publicly available plan).
 - The City of Thompson, along with other stakeholders, signed the Aboriginal Accord on June 21, 2009. This Accord guides the city's operations and planning. In 2017, the agreement was renamed the Thompson Indigenous Accord. The Accord commits Thompson to strengthening relationships

with Indigenous communities and provides an overall framework upon which the City will build agreements and action plans in partnership with Indigenous government and peoples.²¹

- Thompson is exploring and developing alternatives to deliver enhanced substance related and mental health crisis outreach to reduce police intervention and demand on police resources. The current resources include the Hope North Recovery Center for Youth Mobile Crisis Team (for youth 17 and under), and the MKO Mobile Crisis Response Team, an all-Indigenous team of special frontline helpers. The Thompson Community Safety Plan includes exploring options such as Police and Crisis Team (PACT) and implementing the Institutional Safety Officer (ISO) program.²²
- The Government of Manitoba invested in HealthIM for Royal Canadian Mounted Police (RCMP) detachments across the province. HealthIM, the evidence-based risk assessment tool helps officers determine the best response based on observations and potential risk. In some cases, this might mean ensuring someone who is going through a mental health crisis is connected with a community service agency instead of taking them into custody or an emergency room. In other situations, the assessment will help officers recognize when someone is a risk to themselves or others so a more immediate intervention can be made.
- **North Battleford, MB:**
 - North Battleford RCMP utilize a Police and Crisis Team (PACT) to improve front-line policing responds to a mental health crisis. PACT pairs mental health professionals with police officers, creating a mobile team that can de-escalate mental health crisis situations. The goal of this collaborative initiative is to provide the right kind of care to people who are better served in the community, thereby avoiding emergency department visits and entry into the criminal justice system.²³ In the 2023-24 Budget, the Province of Saskatchewan is investing a total of \$2.833 million in the PACT initiative. Corrections, Policing and Public Safety is providing \$1.373 million to fund 12 police positions: Saskatoon (3), Regina (3), Moose Jaw (2), Prince Albert (1), Estevan (1), Yorkton (1) and North Battleford (1).²⁴
- **Kenora, ON:**
 - The City of Kenora's Crime Prevention and Community Well-Being Advisory Committee is a proactive community partner dedicated to creating a healthier and safer environment for everyone. As an advisory body to the Council, the Committee offers valuable information and guidance on matters related to crime prevention and community well-being. The Crime Prevention and Community Well-Being Advisory Committee has several responsibilities including develop a

²¹ Thompson Aboriginal Accord <https://www.tabaccord.ca/>

²² Thompson Community Safety Plan

[https://thompson2021.municipalwebsites.ca/ckfinder/connector?command=Proxy&lang=en&type=Files¤tFolder=%2F&hash=c245c263ce0ced480effe66bbede6b4d46c15ae&fileName=Thompson_Community_Safety_Plan\(1\).pdf](https://thompson2021.municipalwebsites.ca/ckfinder/connector?command=Proxy&lang=en&type=Files¤tFolder=%2F&hash=c245c263ce0ced480effe66bbede6b4d46c15ae&fileName=Thompson_Community_Safety_Plan(1).pdf)

²³ Police And Crisis Team Launched In North Battleford <https://www.saskatchewan.ca/government/news-and-media/2018/november/30/pact-in-north-battleford#:~:text=The%20goal%20of%20this%20collaborative,into%20the%20criminal%20justice%20system.>

²⁴ Province Expands Police and Crisis Team in Regina and Saskatoon [https://www.saskatchewan.ca/government/news-and-media/2023/april/21/province-expands-police-and-crisis-team-in-regina-and-saskatoon#:~:text=In%20the%202023%2D24%20Budget%2C%20the%20province%20is%20investing%20a,and%20North%20Battleford%20\(1\).](https://www.saskatchewan.ca/government/news-and-media/2023/april/21/province-expands-police-and-crisis-team-in-regina-and-saskatoon#:~:text=In%20the%202023%2D24%20Budget%2C%20the%20province%20is%20investing%20a,and%20North%20Battleford%20(1).)

Community Safety and Well-Being Plan (in progress), encouraging and promoting innovation, partnerships, and creativity in community safety and well-being; increasing awareness about the perception of crime, the risk factors of being involved in the criminal justice system, and protective factors that reduce those risks.²⁵

- The City of Kenora is a member of the Canadian Municipal Network on Crime Prevention (CMNCP) to exchange knowledge on best practices around effective community safety strategies. The Canadian Municipal Network on Crime Prevention (CMNCP) unites urban, rural, and Indigenous communities across Canada to enhance capacity, prevent and reduce violence and crime, and promote community safety and well-being (CSWB) through training, research, knowledge exchange, and expertise.²⁶
- Kenora supports and collaborates with the Kenora Makwa Patrol, a community-driven, culturally safe grassroots initiative that is committed to promoting and providing safety to individuals within the City of Kenora. The Kenora Makwa Patrol aims to build relationships with people experiencing homelessness and works with various community partners and organizations.²⁷
- The City of Kenora's Homelessness and Behavioural Issues Task Force Work Plan serves as an initial plan for ending homelessness and addressing behavioral issues in Kenora. Key strategies include adopting a housing-first philosophy, implementing an integrated services delivery model and facilities assessment, prioritizing the elimination of chronic and episodic homelessness, substance abuse, and behavioral issues, providing support to help individuals stay in their home communities, and initiating city council efforts.²⁸

- **Williams Lake, BC:**

- Williams Lake has opened an Indigenous Court. The specialized court, which provides sentencing for Indigenous individuals who accept responsibility for their actions through a restorative and holistic system of justice focused on healing and balance for the accused.²⁹
- The Cariboo Chilcotin Acute Response Table (CCART) also known as a "Hub" is a collaboration, risk-driven intervention model that works to quickly assist those who are at imminent risk of harm, victimization, or criminality. By bringing together diverse sectors like mental health, addictions, criminal justice, social services, development services, indigenous agencies, ministry of children and families, child development centre, etc. CCART collaboratively resolves situations of acutely elevated risk. Section 5.32 Error! Reference source not found. expands on this model.
- The Williams Lake Community Council for Restorative Justice aims to provide an effective approach to working with offenders, their families, victims, and the broader community. Through conferencing, the goal is to reduce repeat offenses and foster a sense of participation in the justice

²⁵ Crime Prevention and Community Well-Being Advisory Committee <https://www.kenora.ca/en/your-government/crime-prevention-and-community-well-being-advisory-committee.aspx>

²⁶ Canadian Municipal Network on Crime Prevention <https://safercities.ca/about-cmnpc/>

²⁷ Kenora Makwa Patrol <https://www.kenorachiefs.org/family-and-community-wellbeing/#kenora-makwa-patrol>

²⁸ Homelessness Behavioural Issues Task Force Work Plan <https://www.kenora.ca/en/your-government/homelessness--behavioural-issues-task-force-work-plan.aspx>

²⁹ Indigenous Court opens in Williams Lake <https://www.wltribune.com/news/indigenous-court-opens-in-williams-lake-5527634>

process for all involved. In certain cases, restorative justice conferencing is recommended by the RCMP and referrals also come from Crown Counsel. If this approach is recommended and approved, a formal conference is held outside the traditional court system. However, certain offenses and offenders are not suitable for this alternative process.

- Williams Lake is a member of the Canadian Municipal Network on Crime Prevention (CMNCP) to exchange knowledge on best practices around effective community safety strategies.

Summary

This cross-jurisdictional review highlights Wetaskiwin Municipal Detachments performance and challenges in comparison to other similar communities. The comparisons demonstrate that Wetaskiwin is not alone in its challenges related to escalating Crime Severity Index scores over the past decade. These comparators are only a sample of other municipalities facing similar problems. Common to each of these comparator municipalities is that they are relatively small populations (7,500 to 15,00) that serve as regional hubs for health, education, commerce, and government for the surrounding communities. They have each faced growing challenges related to mental health, homelessness, and addiction with indigenous persons being disproportionately impacted by these challenges and there is a reported absence or lack of appropriate services and facilities to support response and recovery.

Increases in the number of police officers both as a surge and in some cases permanently has been a common tactic deployed by governments to support these communities. This tactic has reduced high workload of police officers on an Incident per Officer basis and has often focused on pursuing targeted enforcement activities to address pressing public safety concerns such as gangs/guns. This tactic alone has not correlated to any significant on-going improvement in the comparators Crime Severity Index.

The communities experiencing the most recent success in levelling or reducing their Crime Severity Index appear to be Williams Lake, BC and Kenora, ON who have over the past 2 to 3 years actioned community-based programs such as crime prevention committees and multi agency hub tables to support the coordination of interventions/support for the communities most vulnerable.

4.5 Municipal Enforcement

Municipal Enforcement is a common term used to describe the municipal department whose employees are responsible for the enforcement of municipal bylaws and in some cases provincial statutes (provincial laws). Officers working in municipal enforcement departments are classified by the extent of their authorized authorities, Bylaw Enforcement Officers are appointed by Council under the *Municipal Government Act* and work to enforce municipal bylaws, while Community Peace Officers have additional authority granted to them by the Ministry of Public Safety and Emergency Services to enforce certain provincial statutes such as the Alberta Traffic Safety Act, and are often dual appointed by their employing municipality to also enforce municipal bylaws. The City of Wetaskiwin, County of Wetaskiwin, Camrose County, and the Town of Millet each employ municipal enforcement personnel.

TABLE 24. MUNICIPAL ENFORCEMENT PERSONNEL BY COMMUNITY

	Bylaw Enforcement Officers	Community Peace Officers	Manager
City of Wetaskiwin	2	1	1
County of Wetaskiwin	2	4	
Camrose County		3	1 (also a CPO)
Town of Millet	1 (Temporary)	1	

These municipal enforcement resources work collaboratively with the Wetaskiwin/Camrose RCMP to bring both complimentary and supplemental law enforcement to the communities they serve. Municipal Enforcement are part of each communities Tiered Policing Model and can provide the following general services depending on authorized authorities:

Enforcement of Municipal Bylaws (Authorized through Bylaw Officer Appointments)

Bylaw Enforcement Officers enforce city bylaws created under the *Municipal Government Act* to maintain the health, safety, and wellness of the community. Common bylaw enforcement includes:

- Parking Enforcement
- Animal Control
- Noise, Nuisance and Public Disturbances
- Minimum Property Standards
- Business Licensing
- Vehicles for Hire

Provincial Enforcement (Authorized through Community Peace Officer Appointments)

Community Peace Officers are appointed by the Minister of Public Safety and Emergency Services to enforce select provincial statutes. These include:

- Animal Protection (Welfare) Act
- Dangerous Dog Act
- Environmental Protection and Enhancement Act
- Gaming, Liquor and Cannabis Act
- Highways Development and Protection Act
- Insurance Act
- Provincial Administrative Penalties Act
- Provincial Offences Procedure Act
- Petty Trespass Act
- Tobacco, Smoking and Vaping Reduction Act
- Tobacco Tax Act
- Traffic Safety Act
- Trespass to Premise Act

A primary duty of most Community Peace Officers is traffic enforcement (including commercial vehicle enforcement). Traffic enforcement is intended to reduce the number of traffic collision and resulting injuries, facilitate safe and expedient flow of vehicles and pedestrian traffic, and to protect roadway infrastructure from unnecessary damage.

Community Peace Officers may also be called upon to assist the public and other first responders in the event of an emergency such as police, fire, or medical situation.

4.6 Stakeholder Engagement

In-person and virtual interviews or focus groups were conducted with a mix of internal and select external stakeholders to better understand the historic and current state of policing in the partner communities. Discussion focused on policing community service levels, governance structure, financial implications, performance, and perceptions.

4.6.1 Engagement Themes

The above engagements resulted in the following themes emerging:

- **Property Crime Concerns:** Break & Enter, Theft, and Trespassing concerns were raised by all engagement participants but were most prevalent with the rural stakeholders who view such as a top priority. Concern exists over the vulnerability of properties (particularly rural), likelihood of escalation, long response times (rural), and low solvability.
- **Urban Social Disorder:** Over the past five years there has been increasing concern about the state of social disorder and homelessness in the City of Wetaskiwin. In years past, this activity was most focused in the downtown but has since shifted to the southwest corner of the City. Issues such a public intoxication, loitering, trespassing, mischief, cause disturbance, and theft are all prevalent. Non-policing service providers such as Family and Community and Support Services and Hope Mission do not have the funding, staffing, or facilities to effectively manage these complex needs.
- **High Density of Pawn Shops and Liquor Stores:** Some participants drew attention to the high density of pawn shops and liquor stores in the City of Wetaskiwin. For instance there a (8) pawn shops in Wetaskiwin, but only (3) in Red Deer and (1) in Grande Prairie. Questions were raised about what impact (if any) these establishments may be having related to social disorder and criminal activity in the community.
- **Reluctance to Report Incidents to the Police:** Several participants spoke to a broad community wide reluctance to report incidents to the police, particularly related to suspicious activity and property crimes. Reasons for such were described as including inconvenient reporting mechanisms, felling like a nuisance, believing that nothing would be done, or the response would be significantly delayed.
- **Perception of Crime and Sense of Safety:** Many participants voiced that the public's perception is that crime is increasing (as is the severity) and that their sense of safety is deteriorating. Some participants noted it has become common for some community members to associate the presence of street engaged individuals with a higher rate of criminality than may be associated with that population.
- **Digital Engagement Tools:** Participants expressed a desire for more robust digital engagement with the police. While some participants acknowledged the RCMP have made progress in this area, citing the Alberta RCMP App and RAVE notifications there was concern that the information was either too Provincially focused, infrequent with updates, or too vague. In place of these official channels, informal group chats have

been formed locally on WhatsApp and Facebook, but these are acknowledged to be disjointed/not connected to each other.

- **Policing Resource Concerns:** The police are viewed as professional and respectful. They are generally perceived to respond quickly to high priority calls, particularly close to Wetaskiwin and hold offenders accountable. However, input was also provided regarding a lack of response to some call types, and a lack of trust the police would show up or follow up on those calls due to constraints with their resource levels. Participants feel that resourcing should allow for proactive/preventative patrols and not simply response to incidents already in-progress or concluded. Several comments were made about the value of the Regional Police and Crisis Team (RPACT) and that there is a strong desire to see the geographical responsibility of this team reduced as they are spread too thin to be effective. A specific concern raised by many partners is the impending conclusion (starting in July 2023) of provincial funding for (4) enhanced policing position for the Wetaskiwin Municipal Detachment.

4.7 Current State Assessment

The current state of policing in Wetaskiwin/Camrose Detachment Areas reflects both significant strengths and notable challenges. Operating under a Combined Post Policing (CPP) model, the Wetaskiwin/Camrose RCMP Detachment effectively utilizes shared resources and centralized command to serve a diverse jurisdiction. With well-defined Municipal and Provincial Police Service Agreements (MPSA and PPSA), the detachment ensures tailored and efficient policing services. This summary evaluates the strengths, such as robust staffing levels, effective response times, and proactive community engagement, while also addressing weaknesses, including declining utilization rates, rising crime severity, and financial sustainability concerns.

4.7.1 Strengths

- **Combined Post Policing (CPP) Model:** The use of CPP allows for shared resources, centralized command, enhanced coverage, and flexibility. This model supports efficient allocation and utilization of resources across multiple communities, ensuring comprehensive coverage despite the rural setting.
- **Municipal and Provincial Police Services Agreements (MPSA and PPSA):** These agreements provide clear frameworks for local engagement, resource allocation, and cost-sharing, ensuring tailored policing services to meet community needs.
- **Staffing Levels:** The Wetaskiwin/Camrose RCMP Detachment maintains a strong staffing complement of 55 sworn officers and 18 civilian support positions, ensuring a robust presence in both urban and rural areas.
- **Response Times:** Wetaskiwin Municipal Detachment consistently achieves better response times compared to provincial averages, particularly for high-priority calls.
- **Service Offerings:** The detachment provides a range of specialized units such as General Investigation Section (GIS), Crime Reduction Unit (CRU), and Regional Police and Crisis Team (RPACT), enhancing the capability to address diverse policing needs.
- **Community Engagement and Crime Reduction Initiatives:** Regular patrols, community events, and strategic operations such as hot spot checks and curfew checks demonstrate proactive efforts to reduce crime and enhance community relations.

- **Clearance Rates:** The detachment shows higher clearance rates for violent crimes compared to non-violent ones, reflecting a focus on addressing severe incidents effectively.

4.7.2 Weaknesses

- **Crime Severity Index (CSI):** Wetaskiwin's CSI, particularly the Violent CSI, has been increasing significantly, suggesting rising crime severity that needs to be addressed.
- **Clearance Rates Trends:** Both municipal and provincial detachments have seen a decline in the number of incidents cleared by charge and the total number of adults and youths charged. The overall clearance rates have also shown a downward trend over the past five years.
- **Financial Costs:** The city bears a significant portion of policing costs, and there are concerns about the financial sustainability of current expenditures, especially with rising crime rates.
- **Officer Workload:** The workload metrics indicate a high number of criminal code incidents per regular member, particularly in the municipal detachment, suggesting potential strain on officers and a need for better resource management.
- **Limited Availability of Mental Health and Addictions Resources:** Despite the prevalence and recognition of significant mental health and addiction related challenges in the community, there remains a lack of both facilities and personnel to meet the increasing demand for such services.
- **Cross-Jurisdictional Comparison:** Compared to similar jurisdictions, Wetaskiwin faces higher crime severity and incident rates, particularly in violent crime, indicating a need for enhanced policing strategies and community safety measures.

5 Strategic Considerations

5.1 Recent Reports

5.1.1 Wetaskiwin Community Safety & Well-Being Strategy

Summary

The Community Safety & Well-Being Strategy is a response to critical issues such as rising homelessness, substance use, mental health challenges, and a lack of partnerships with Indigenous populations. Informed by data from community safety surveys and consultations, the strategy reflects the community's collective priorities and concerns. Wetaskiwin residents have consistently highlighted safety as a high priority, and this strategy is a reflection of the city's long-term commitment to community engagement and action on community-guided goals.

The strategy's development involved a comprehensive assessment of existing data, including insights from community members and groups. Key messages from the data indicate that residents value the city's beauty, recreational opportunities, and sense of community but are concerned about issues such as homelessness, problematic substance use, mental health, and the well-being of children and youth. The strategy aims to create a safer environment by addressing these concerns through targeted actions and collaborative efforts.

Key Priority Areas

The CSWBS identifies ten strategic priority areas, each with specific goals and actions designed to address the community's safety challenges. These priorities are:

1. **Violence:** The strategy aims to reduce interpersonal violence by conducting research to understand the types, motives, and demographics of such violence in Wetaskiwin. It seeks to leverage partnerships to address intimate partner violence and gaps in existing interventions. Educational efforts to inform the community about rights, resources, and prevention opportunities are also emphasized.
2. **Property Crime Victimization:** Actions in this area include exploring grant funding for programs that support Crime Prevention Through Environmental Design (CPTED) recommendations, increasing community reporting of suspicious activities, and expanding trauma-informed support services for victims of property crimes.
3. **Visible Homelessness:** The strategy involves collaborating with key stakeholders to conduct a homeless count and research the root causes of homelessness. It aims to reestablish the homelessness coalition and increase resources for social disorder response efforts, such as citizen patrols and outreach programs.
4. **Mental Health & Problematic Substance Use:** Advocacy for increased Regional Police and Crisis Team (R-pact) services, monitoring the effectiveness of current models, and researching the impact of alcohol on community safety are key actions. The strategy also focuses on partnerships to address substance use and mental health challenges.

5. **Barriers Experienced by Indigenous Communities:** The CSWBS emphasizes partnering with Indigenous organizations to build understanding and reduce barriers. Educational initiatives aimed at service providers and the broader community are also a priority to foster greater inclusivity and support.
6. **Children & Youth:** Increasing awareness and services for children, youth, and families is a key goal. The strategy includes leveraging existing partnerships to expand programs for older youth and convening a task force to address the challenges faced by this demographic.
7. **Safety Concerns Among the Business Community:** Enhancing partnerships between the business community and service providers is crucial for addressing safety concerns. The strategy encourages collaboration with organizations like the Chamber of Commerce and the development of joint programs to support community safety.
8. **Transportation & Transit:** Investigating transportation needs and funding sources to improve access to services within and between communities is a focus. The strategy aims to address the transportation challenges faced by various populations, particularly Indigenous communities.
9. **Racism, Discrimination, and Hate-Based Victimization:** Conducting research on victimization related to racism and discrimination, fostering community events to build a sense of belonging, and addressing unconscious biases are key actions in this priority area.
10. **Perceptions of Community Safety:** Including questions in community satisfaction surveys, developing communication strategies, and engaging residents in understanding the city's actions regarding community safety are emphasized to improve perceptions of safety.

Governance and Implementation

The implementation of the CSWBS is guided by an implementation steering committee, supported by a shared leadership approach involving the City of Wetaskiwin, the RCMP, and Family & Community Support Services (FCSS). This collaborative approach ensures that diverse voices and perspectives are included in the strategy's implementation. The constellation governance model is employed to maximize resources and provide flexibility, bringing together multiple groups to work towards common goals.

The governance structure includes an ongoing round table of key partners with a clear roadmap and the willingness to contribute to the strategy's success. The constellation governance model allows for organic developments and adaptability, making relationship-building central to the collaboration. The coordination of strategy development is supported through a rotating leadership approach among key organizations, ensuring consistent engagement and accountability.

Monitoring and Evaluation

Monitoring and evaluation are critical components of the CSWBS to ensure that the strategy's goals are being met and to identify areas where additional or different actions may be needed. The strategy employs a developmental evaluation approach, which adapts to dynamic realities in complex environments like community safety. This approach involves the collection and analysis of real-time data to inform ongoing decision-making and adjustments.

Key performance indicators (KPIs) are used to monitor and evaluate the strategy's success. These indicators are observable, measurable, and achievable, linking to risk and protective factors identified in the community safety

assessment. The implementation steering committee is responsible for developing a measurement framework and assigning percentage reductions or increases associated with action items to facilitate tracking progress.

5.2 Trends in Policing

Policing is continually evolving to adapt to new challenges and societal changes. The following trends reflect current and emerging practices that aim to enhance public safety, improve community relations, and increase the effectiveness and efficiency of law enforcement agencies.

5.2.1 Community-Oriented Policing

Community-oriented policing focuses on building strong relationships between police officers and community members. This approach emphasizes collaboration, problem-solving, and proactive measures to address the root causes of crime and social disorder. Key components include:

- **Neighborhood Policing:** Assigning officers to specific areas to foster familiarity and trust with residents. This continuous presence allows officers to build personal relationships, understand local issues, and respond more effectively to community concerns.
- **Community Engagement:** Actively involving community members in safety initiatives, town hall meetings, and advisory boards. This approach ensures that policing strategies are informed by community input, fostering a sense of partnership and shared responsibility for public safety.
- **Youth Outreach Programs:** Creating programs that engage youth in positive activities and provide mentorship to prevent delinquency. These programs aim to build trust between young people and law enforcement, offering constructive alternatives to criminal behavior and promoting long-term community well-being.

5.2.2 Technology and Innovation

Advancements in technology are transforming policing practices, making law enforcement more efficient and effective. Key technological trends include:

- **Body-Worn Cameras:** Enhancing transparency and accountability while providing valuable evidence during interactions. These cameras protect both officers and citizens by recording encounters, which can be reviewed to ensure proper conduct and resolve disputes.
- **Predictive Policing:** Utilizing data analytics and algorithms to identify potential crime hotspots and allocate resources proactively. By analyzing crime data patterns, departments can anticipate and prevent criminal activity more effectively.
- **Drones and Robotics:** Employing drones for aerial surveillance and robots for bomb disposal and hazardous material handling. These technologies increase the safety and effectiveness of operations, allowing officers to manage dangerous situations with reduced risk.
- **Digital Forensics:** Expanding capabilities to investigate cybercrimes and analyze digital evidence. With the growing prevalence of digital information, law enforcement agencies are enhancing their skills and tools to tackle online criminal activities and secure digital evidence.

5.2.3 Intelligence-Led Policing

Intelligence-Led Policing (ILP) is a strategic approach that emphasizes the use of data and intelligence to guide operational decisions and resource allocation. This method involves:

- **Crime Analysis Units:** Establishing dedicated teams to analyze crime patterns, trends, and intelligence reports. These units provide critical insights that help in developing targeted strategies to combat crime effectively.
- **Information Sharing:** Enhancing collaboration with other law enforcement agencies and stakeholders to share intelligence and coordinate efforts. This cooperative approach ensures a more comprehensive understanding of criminal networks and activities, improving overall response.
- **Targeted Operations:** Focusing on high-risk individuals, groups, and locations based on intelligence assessments. By concentrating resources on identified threats, law enforcement can disrupt criminal activities more efficiently and improve public safety.

5.2.4 Mental Health and Crisis Intervention

Law enforcement agencies are increasingly recognizing the importance of addressing mental health issues and providing appropriate responses to individuals in crisis. Key initiatives include:

- **Crisis Intervention Teams (CIT):** Specialized units trained to handle mental health crises and connect individuals with appropriate services. These teams are equipped with the knowledge and skills necessary to identify and de-escalate mental health situations, ensuring individuals receive the care and support they need.
- **Co-Responder Models:** Pairing police officers with mental health professionals to respond to incidents involving mental health issues. This model enhances the ability to provide immediate and comprehensive care by combining law enforcement's safety and security measures with mental health expertise, thereby improving outcomes for individuals experiencing mental health crises.
- **De-Escalation Training:** Equipping officers with skills to de-escalate potentially volatile situations and reduce the use of force. This training focuses on communication techniques, empathy, and non-violent intervention strategies, enabling officers to manage conflicts more effectively and safely.

5.2.5 Opioid Crisis and Increasing Drug Toxicity

Law enforcement agencies are increasingly recognizing the severity of the opioid crisis and the rising drug toxicity, necessitating comprehensive and proactive responses. Key initiatives include:

- **Community Outreach and Education:** Engaging with communities to raise awareness about the dangers of drug toxicity, the signs of overdose, and the availability of support services. Educational programs aim to reduce stigma, encourage safe practices, and promote pathways to recovery.
- **Partnerships with Public Health Organizations:** Collaborating with public health agencies to monitor drug trends, share data, and develop coordinated responses to emerging drug threats. These partnerships enhance the ability to identify and address the root causes of the opioid crisis and increasing drug toxicity.

- **Enforcement and Supply Reduction:** Targeting the supply chains of illicit drugs through strategic enforcement actions. This includes dismantling drug trafficking organizations and reducing the availability of harmful substances on the streets.

5.2.6 Procedural Justice and Police Legitimacy

Procedural justice focuses on the fairness and transparency of the processes by which law enforcement decisions are made and enforced. Enhancing police legitimacy involves:

- **Fair Treatment:** Ensuring that officers treat all individuals with respect and dignity. This principle fosters trust and cooperation from the community, which is essential for effective policing.
- **Transparency:** Providing clear and open communication about policies, procedures, and decision-making processes. Transparency helps demystify law enforcement operations and builds public confidence.
- **Accountability:** Implementing mechanisms to hold officers accountable for their actions, such as civilian oversight boards and internal affairs units. Accountability measures ensure that any misconduct is addressed promptly, maintaining the integrity of the police force.

5.2.7 Diversity and Inclusion

Promoting diversity within law enforcement agencies helps build trust and improve relations with diverse communities. Strategies include:

- **Recruitment and Retention:** Actively recruiting individuals from underrepresented communities and providing career development opportunities. Diverse recruitment ensures that the police force reflects the community it serves, enhancing mutual understanding and cooperation.
- **Cultural Competency Training:** Educating officers on cultural differences and biases to improve interactions with diverse populations. This training helps officers communicate effectively and respectfully with all community members.
- **Inclusive Policies:** Developing policies that support diversity, equity, and inclusion within the organization. Inclusive policies create a supportive environment for all officers, fostering a culture of respect and equality.

5.2.8 Use of Non-Traditional Policing Models

Exploring alternative models to traditional policing can enhance community safety and address specific local needs. Examples include:

- **Community Safety Officers/Peace Officers:** Employing non-sworn officers to handle low-risk policing tasks and community engagement activities. This approach allows sworn officers to focus on more serious crimes while maintaining a visible and supportive presence in the community.
- **Restorative Justice Programs:** Focusing on repairing harm and restoring relationships through mediation and dialogue between offenders and victims. Restorative justice promotes healing and reconciliation, reducing recidivism and improving community cohesion.
- **Public Health Approaches:** Integrating public health strategies to address issues such as substance abuse and homelessness. This approach recognizes that many social issues have underlying health components and seeks to address root causes through comprehensive support services.

5.2.9 Emphasis on Training and Professional Development

Ongoing training and professional development are critical for maintaining a skilled and knowledgeable Police Service. Key areas of focus include:

- **Scenario-Based Training:** Providing realistic simulations to prepare officers for complex and high-stress situations. Scenario-based training enhances decision-making skills and ensures officers are ready to respond effectively to various challenges.
- **Leadership Development:** Offering programs to develop leadership skills and promote career advancement. Leadership training ensures that officers are prepared to take on supervisory roles and guide their teams effectively.
- **Ethics and Integrity Training:** Reinforcing the importance of ethical behavior and integrity in policing. This training underscores the values and principles that guide law enforcement, fostering a culture of honesty and accountability.

5.3 Best Practices/Innovative Approaches

The following section outlines best practices and innovative approaches operating in other Canadian municipalities aimed at creating safer, and more resilient communities.

5.3.1 Community Safety & Well-Being Plans

A Community Safety and Well-being (CSWB) Plan is a strategic framework developed by municipalities to enhance the overall safety and quality of life for their residents. This plan involves a collaborative approach, bringing together various stakeholders such as local governments, police services, social service providers, health organizations, and community members. The primary goals of a CSWB Plan include identifying and addressing root causes of social issues, reducing crime, and promoting social cohesion. Key components typically involve data collection and analysis to understand local needs, setting priorities based on community consultations, and implementing evidence-based strategies. These strategies may focus on areas such as mental health, addiction services, housing, education, and youth engagement. By fostering partnerships and leveraging local resources, CSWB Plans aim to create proactive, preventive measures that address issues before they escalate into crises, ultimately contributing to a safer and healthier community.

Although it is acknowledged that the City of Wetaskiwin recently completed a robust Community Safety & Well-Being Strategy, the development of such remains a best practice and recognition of such should add credence to its implementation.

5.3.2 'Building Partnerships to Reduce Crime' Program

Developed on Saskatchewan in the 2010's, the Building Partnerships to Reduce Crime Program (BPRC) is a cross-government approach that seeks to reduce crime through risk-driven methodologies. The initial partnership consisted of (9) provincial ministries and (8) police services, including the RCMP. The combined approach, efforts, expertise, information, intelligence, and resources of the justice system and human services system were tasked to work together in deliberate and cooperative ways to address the full spectrum of crime reduction, including prevention, intervention, and suppression. This approach focused on reducing victimization and improving community safety outcomes.

Core components of the BPRC included:

- **Intervention:** Services such as substance abuse treatment, education and employment were used to change behaviour and the environment in a manner that mitigates the risk factors that lead to victimization and offending.
- **Prevention:** Information, public education, social supports and other activities engaged individuals at risk of victimization or offending and reduced the potential for crime and disorder; and
- **Suppression:** Use of the law to deter and control crime. This included surveillance, arrests, prosecution, and incarceration.

Within the BPRC program, community safety and crime reduction efforts were owned and led by the community, built upon community strengths, and supported by local and provincial leadership. The 'Hub' and 'Centre of Responsibility' models were created from the BPRC to bring the necessary community partners together to address the unique needs of individuals facing acutely elevated levels of risk.

The BPRC program proved to be successful at meeting its goals and has since gained national and international recognition.

The Hub Model

Emerging from the BPRC, the Hub Model, or Situation Tables is a policing approach that involves multi-agency teams focused on addressing specific high-risk situations that need either secondary or tertiary prevention efforts which cannot be addressed by a single agency alone.

A high-risk situation occurs when four conditions are met:

- i. Significant interest at stake;
- ii. Probability of harm occurring;
- iii. Severe intensity of harm; and
- iv. The scenario requires a multi-disciplinary team.

Team members of a Hub may include various human services professionals such as police officers, teachers, social workers, and youth workers, among others. The team develops coordinated and integrated responses by utilizing existing resources to attempt to reduce risk with 24 to 48 hours.

To determine if collaborative intervention is necessary and serves to minimize the risk of unnecessary sharing of information, the situation is discussed using a for filter process:

- **Filter 1: Home Agency Screening:** Agencies identify situations that may benefit from contact with a Hub Table ensuring the criteria for acutely elevated risk is met.
- **Filter 2: De-Identified Discussion:** The initial discussion at the Hub Table is limited to de-identified information.
- **Filter 3: Identifiable Discussion:** Limited personal information is shared to help determine if other agencies are involved with the individual or family.
- **Filter 4: Intervention Planning:** Only three or four agencies typically remain at this level of the discussion; other agencies will be eliminated if they do not have a relevant role.

- **Note:** At any stage, the four-filter process can be stopped if it is deemed that the situation no longer meets the criteria for acutely elevated risk.

The primary objectives of the Hub include the timely mobilization of resources, heightened awareness and understanding of risks, trends, and systemic issues, and a reduction in harm and victimization levels. Additionally, the model aims to improve collaboration and communication among service providers, raise awareness of risks and needs among individuals and families, implement more proactive measures, and ultimately enhance community safety and well-being.

The Centre of Responsibility (COR)

The Centre of Responsibility (COR) is an expansion of the Hub Model. The COR uses similar multi-agency teams focused on understanding the bigger picture by utilizing data collected by Hub Model teams. This data analysis informs the identification of high value opportunities for systemic change and gaps in services to then develop long-term solutions and strategies to help fill those gaps in.

The main goals of the COR are to identify systemic issues and gaps to improve community safety and well-being, work as an interagency team to collectively understand these issues and gaps and interpret their findings to inform decision-makers and the community.

5.3.3 Youth Crime Prevention Project

The Youth Crime Prevention Project (YCPP) was implemented in Calgary by the John Howard Society in 2017 and focuses on developing positive and restorative relationships with youth to encourage them to make positive decisions in their life, discourage them from crime and be an active member of their family school and community. The program utilizes a Youth Advocate (YA) who engages the youth in an outreach capacity to develop a service plan, addressing and resolving any challenges at home, school, or in the community that hinder their school attendance. The YA supports the youth until they achieve their goals or decide to leave the program, ensuring they are connected to natural supports and resources.

The main goals of this program are to encourage youth engagement in school, family, and community; help youth connect to resources and support systems that facilitate a successful transition into adulthood; and develop strategies with youth to enhance resiliency and protective factors while reducing risk factors.

5.3.4 Heavy Users of Services (HUoS)

The Heavy Users of Service (HUoS) project is a community collaboration involving Boyle Street Community Services and the Edmonton Police Service, aimed at supporting individuals who frequently interact with emergency systems such as police, paramedics, and emergency rooms. The clients often face chronic, interconnected issues like traumatic histories, mental illness, substance dependence, and homelessness.

The program utilizes a multi-disciplinary case management team of partner agencies and uses collaborative intensive case planning, information sharing and service delivery to provide wrap around supports. The individual case plans identify needs and bridge gaps in service provision and treatments through regular follow up. A key feature of HUoS is its collaborative approach, which aims to generate positive and innovative outcomes, prevent service duplication, and minimize resource conflicts. HUoS goes beyond addressing clients' involvement in the criminal justice system by also focusing on their needs related to health, housing, income, and cultural support.

5.4 Bill 11, the Public Safety Statutes Amendment Act, 2024

The Government of Alberta introduced Bill 11: the *Public Safety Statutes Amendment Act, 2024*, in March 2024 to amend the *Police Act* with new provisions, the most notable of which is the ability for the Government of Alberta to establish a new independent policing agency that will work alongside existing police services in Alberta.

According to the Government of Alberta, this independent police agency will assume "police-like functions" currently performed by the Alberta Sheriffs to support the Royal Canadian Mounted Police (RCMP), municipal police services, and First Nations police services, allowing these agencies to focus more on core operations and frontline duties.

Bill 11 also adds several new sections to the *Police Act* which will establish an oversight board for the new independent policing agency, named the "Independent Agency Police Service Oversight Board." This board will include the Deputy Minister of Public Safety and Emergency Services and eight other members appointed by the Minister and stipulates that Members of the Legislative Assembly (MLAs) and members of the independent agency police service cannot serve on the board, and all members must reside in Alberta. The oversight board will supervise the policing services provided by the independent police agency, working in consultation with the agency's chiefs to ensure compliance with required duties and responsibilities. The board will be responsible for officer remuneration, maintaining employment levels, and developing a diversity and inclusion plan.

More specific details about this independent police agency, including its structure and the impact it may have on the Wetaskiwin/Camrose Detachment, are expected to be revealed towards the end of 2024.

6 Recommended Strategies/Practices

Based on the comprehensive review and analysis of the current state of policing, stakeholder engagement, and best practices, the following strategies/practices are recommended to address the specific safety concerns of the City of Wetaskiwin, County of Wetaskiwin, Camrose County, and the Town of Millet.

6.1 Implement Effective Resource Models

RCMP and Civilian Police Support

- **Resource Allocation:** Continue to optimize the ratio of police officers to civilian support. This involves continually reviewing staffing levels, workload distribution, and operational needs to identify areas for improvement. Civilian staff should be tasked with the administrative and office-based functions that do not require the physical involvement or authorities of a sworn police officer. The benefits of utilizing civilians where appropriate is they are faster to recruit and train, more cost effective, and maintain long tenures in the detachment. The current ration of police officers to civilian support in the Wetaskiwin/Camrose Detachment is 3.06 to 1. The National average is 2.5.

Effective resource allocation can help ensure that police officers are available to respond to high-priority incidents and provide proactive policing services.

Alberta's Independent Police Agency

- **Resource Advocacy:** The passing of Bill 11: the *Public Safety Statutes Amendment Act, 2024*, allows the Government of Alberta to pursue the establishment of an independent policing agency to supplement existing police services in Alberta. While details are still to come regarding the organizational design, service offerings, and mandate of this future police agency, the Wetaskiwin/Camrose Detachment municipalities would be wise to engage Alberta's Minister of Public Safety and Emergency Services early in this process to better understand if and how this supplemental policing resource could be leveraged to support policing activities within the region.

Access Existing Supplemental Law Enforcement Resources

- **Safer Communities and Neighbourhoods Unit:** The Safer Communities and Neighbourhoods (SCAN) Unit is a specialized law enforcement unit that focuses on improving community safety by addressing properties that are used for illegal activities. The SCAN Unit operates under the authority of the *Safer Communities and Neighbourhoods Act*. This legislation allows the unit to take civil action against property owners who permit or are negligent about illegal activities taking place on their premises. The unit's areas of focus include properties being used for drug trafficking, gang-related activity, prostitution, child exploitation, and illegal alcohol sales. SCAN is available to investigate both residential and commercial properties located throughout Alberta and their services come at no cost to the municipality.

- **Alberta Gaming, Liquor, and Cannabis Commission:** The Alberta Gaming, Liquor and Cannabis Commission (AGLC) has both an Investigations Unit and Inspections Unit that play crucial roles in maintaining the integrity of the gaming, liquor, and cannabis industries in Alberta. The unit is responsible for enforcing compliance and investigating potential violations within these sectors. These units can be leveraged to support investigations into concerns caused by AGLC licensed establishments.

Tiered Response (Police/Peace Officer/Security/Outreach)

- **Tiered Response:** Many of the areas of citizen concern in the Wetaskiwin Municipal and Provincial Detachments are for social disorder, suspicious activities, provincial offences (traffic, public intoxication, trespassing) or low-end criminal offences (mischief, thefts, disturbing the peace) which can often be addressed more efficiently and effectively using alternative resources as a first response in place of the police. These resources include peace officers, public security officers, and outreach workers.

In urban settings, such as the City of Wetaskiwin, where concerns related to social disorder, public intoxication, trespass, and disturbing the peace are most prevalent, an effective model would be the combined use of these resources where possible, with the first intervention often starting with the outreach worker or public security resources who attempt to gain voluntary compliance from the subject of complaint. In most cases, these resources are timelier in their response to the concern and are often successful in resolving the matter with their physical presence and ability to build rapport/on-going relationships with the subject of complaint who often prefers to interact with these resources as opposed to law enforcement. When voluntary compliance cannot be achieved, the matter is escalated to law enforcement who are able to provide an escalated response (if necessary) based on confirmation a problem exists and that alternative responses have already been attempted.

The rural areas of the detachment area may not have the same social disorder concerns as the urban areas, but traffic offences, motor vehicle collisions, trespassing, and thefts are all common concerns. These activities are not appropriate for outreach workers or public security but can fall within the authorities of a Community Peace Officer. The City of Wetaskiwin, County of Wetaskiwin, Camrose County, and Town of Millet have each secured authorization for their Community Peace Officers to respond to traffic offences and trespassing amongst several additional provincial statutes. These municipalities may benefit from pursuing enhanced authorities related to motor vehicle collisions (non-injury), theft under \$5,000 (post incident), and mischief under \$5,000 (post incident). The intent should not be to assume primary responsibility for these functions from the police but instead be a supplemental resource particularly at time where a police response may be significantly delayed due to geography or police call triage.

Tiered Response allows the highly trained and expensive policing resources to focus on activities that only the police are appropriate to deal with, well leveraging the specialization, capacity, and cost effectiveness of the alternatives to provide a more robust response.

6.2 Enhance Community-Oriented Policing

- **Neighborhood Policing:** Assign dedicated officers to specific neighborhoods to foster relationships with residents and local businesses and to build deeper geographical familiarization. This will build trust and facilitate the identification and resolution of community-specific issues. Officers can attend community

meetings, participate in local events, and work closely with neighborhood associations to understand and address local concerns. By being a consistent presence in the community, officers can build rapport and trust, making residents more likely to report crimes and cooperate with police investigations.

- **Auxiliary Policing Program:** The municipalities should work with Alberta RCMP to reinstate an active Auxiliary Policing Program in the Wetaskiwin/Camrose Detachment. The Auxiliary Program is a volunteer program intended to enhance community-oriented policing and provide an opportunity for citizens to participate in law enforcement on an organized basis. Auxiliaries provide a complementary service to the regular members and work under their supervision.

Common duties of a police auxiliary include:

- community policing programs (i.e. Neighborhood Watch, Bicycle Safety, Child Identification);
- guarding crime scenes to protect evidence;
- search for missing persons;
- routine crowd, traffic or parade control;
- operational ride-a-longs;
- routine general duty patrols and traffic patrols;
- office duties

With less regular members now residing in the communities in which they work, the Auxiliary Policing Program represents a key opportunity to provide deeper community connection into the detachment.

6.3 Community Engagement

- **Wetaskiwin/Camrose Policing Advisory Committee:** Establish a Policing Advisory Committee with representation from various community groups, including youth, seniors, Indigenous communities, and business owners. This committee will provide valuable insights and feedback on policing strategies and initiatives. Regular meetings can ensure ongoing dialogue between the police and the community, helping to align policing efforts with community needs and expectations.
- **Alberta Rural Crime Watch Association:** The Alberta Rural Crime Watch (ARCW) is a volunteer organization that has been operating in Alberta in various forms since 1978. ARCW was initially formed to provide extra “eyes and ears” for the RCMP in rural areas and although this is still a function of the ARCW, the focus of the organization has expanded to promoting crime prevention through awareness, education and encouraging reporting of suspicious activity when observed. The ARCW has an assigned liaison from the RCMP and a modern and user-friendly website with useful information and links. The County of Wetaskiwin and Camrose County could each benefit from the community supports the ARCW may provide. Parts of the County of Camrose are served by the Battle River Rural Crime Watch Chapter.
- **Citizens on Patrol:** The Citizens on Patrol (COP) program in Alberta is a volunteer-based initiative aimed at enhancing community safety by involving residents in monitoring their neighborhoods to deter crime. Volunteers conduct regular patrols, acting as additional “eyes and ears” for law enforcement, and report suspicious activities to the authorities. COP groups assist in locating stolen property and provide a visible presence that helps deter potential criminal activities. These local groups operate independently but often collaborate closely with local police services, receiving training and support to maximize their effectiveness. The program fosters community engagement and cooperation, contributing significantly to the overall safety

and security of neighborhoods. COP is primarily focused on patrolling urban municipalities. There is reported to be a Citizens on Patrol Chapter in the City of Wetaskiwin, both the City of Wetaskiwin and possibly the Town of Millet could benefit from further leveraging this program.

- **Communication Campaigns:** The RCMP, municipalities, and key partners should collaborate and coordinate on campaigns to use social media, community newsletters, and local media to keep the public informed about policing activities, new initiatives, safety tips, and success stories. Transparency and regular communication will help build public trust and confidence. Highlighting positive interactions and successful interventions can improve the public perception of the police and encourage community collaboration. It is important that such information is timely and has local relevance.

6.4 Implement Technology and Innovation

- **Data Analytics:** Fully leverage data analytics and predictive policing software to identify crime hotspots and allocate resources proactively. This approach enables law enforcement to prevent crime before it occurs and respond more effectively to emerging trends. Advanced analytics can help identify patterns in crime data, allowing police to deploy resources more efficiently and effectively. Predictive tools can also help anticipate spikes in specific types of crime based on historical data and current trends.

The RCMP has deployed data analytics and predictive policing tools in Alberta for several years, however the benefits of such tools are often not fully realized due to challenges that appear at a local level. These challenges can include interpretation of the data, lack of trust that the data represents the “current state”, and difficulties aligning operational strategies/tactics that are then implemented, monitored, and evaluated.

The recent addition of a Crime Analyst located within the Wetaskiwin/Camrose Detachment presents an excellent opportunity to further incorporate data analytics and predictive policing into detachment operations.

- **Collaborative Platforms and Information Sharing:** Establish collaborative platforms for data sharing between different law enforcement agencies and community partners. This will enhance situational awareness and coordination. The RCMP cannot address many public safety issues on their own. Sharing information about crime trends, suspects, and ongoing investigations with key partners can improve the effectiveness of policing efforts and help solve crimes more quickly. Collaborative platforms can also facilitate joint operations and coordinated responses to major incidents. This would be of value in the case of a tiered response model where multiple units/organizations are participating in co-response.

An example of this would include the municipalities working with the RCMP to obtain the necessary hardware and authorizations to permit secured radio communications (AFRRCS) between the RCMP and Community Peace Officers.

6.5 Strengthen Mental Health and Crisis Intervention

- **Specialized Units:** Advocate for the expansion of the Regional Police and Crisis Team (RPACT) composed of police officers and mental health professionals to respond to incidents involving individuals experiencing mental health crises. These teams can provide immediate assistance, de-escalate situations, and connect individuals to appropriate mental health services. RPACT units can reduce the risk of injury to both

individuals in crisis and responding officers and improve outcomes for those experiencing mental health issues. The existing RPACT team is believed to be over extended due to its large geographical coverage area.

- **Integrated Person Centric Approaches:** Integrate public health and social services strategies into policing efforts to address issues such as substance abuse, mental health, and homelessness. An effective model of this is the formal establishment of a Hub Table which involves the collaborative partnership of healthcare providers, social services, housing providers, and law enforcement to provide comprehensive support for individuals in need.

6.6 Prevention and Diversion Programs

Restorative Justice Programs

- **Restorative Justice Initiatives:** Implement restorative justice programs that focus on repairing harm and restoring relationships between offenders and victims through mediation, dialogue, community service, and restitution. These programs focus on repairing harm and restoring relationships between offenders and victims through mediation, dialogue, community service, and restitution. By addressing the needs of both victims and the community, restorative justice promotes healing and reconciliation, reduces recidivism rates, and fosters a sense of accountability and empathy in offenders. Furthermore, these programs empower victims by giving them a voice in the justice process and help build stronger, more cohesive communities. Embracing restorative justice can transform the local justice landscape, creating a more humane and supportive system for all involved.
- **Youth Programs:** Continue to support or develop programs and recreational opportunities to foster positive development and resilience among young people. These programs offer structured activities, mentorship, and support services that cater to the diverse needs of youth, providing them with safe spaces to learn, grow, and thrive. By engaging young individuals in educational, recreational, and skill-building opportunities, youth programs help prevent delinquency, improve academic performance, and promote mental and physical well-being. It is critical there are low or no “financial barriers to entry” for youth deemed at-risk.

The strategies outlined above represent a multifaceted approach to enhancing public safety and community well-being across the City of Wetaskiwin, County of Wetaskiwin, Camrose County, and the Town of Millet. By implementing effective resource models, enhancing community-oriented policing, engaging the community, leveraging technology and innovation, strengthening mental health and crisis intervention efforts, and supporting prevention and diversion programs, these municipalities can address their unique safety concerns comprehensively. These recommendations are designed to not only improve immediate responses to incidents but also foster long-term positive relationships between law enforcement and the communities they serve. By embracing these strategies, the region can build a more resilient, connected, and secure environment for all residents.

7 Resource Models

This section explores two human resource models for policing in our municipality, aiming to ensure effective law enforcement and community safety over the next decade. The first model proposes maintaining the current state, retaining existing staffing levels and operational structures. The second model introduces a tiered policing approach, designed to better support previously made recommendations for enhancing police services and community engagement. Each model includes a 10-year staffing projection, taking into account an anticipated 2% annual population growth.

7.1 Maintaining the Current State

The 'Maintaining the Current State' resource projections are based on maintaining a consistent ratio of police officers/civilian support/community peace officers to the population as the communities grow. This ensures that the level of policing services remain adequate to meet the needs of the community. Maintaining these ratios allow for a scalable approach to policing resources, ensuring that as the population grows, the number of officers increases proportionally. This approach helps to maintain response times, service levels, and overall community safety.

7.1.1 RCMP

TABLE 25. WETASKIWIN MUNICIPAL DETACHMENT POLICE LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	12,570	12,821	13,077	13,339	13,606	13,878	14,155	14,438	14,727	15,022
Officers	31	32	32	33	34	34	35	36	36	37
Officers per 1000	2.46	2.46	2.46	2.46	2.46	2.46	2.46	2.46	2.46	2.46

TABLE 26 WETASKIWIN PROVINCIAL DETACHMENT POLICE LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	9,939	10,138	10,341	10,547	10,758	10,973	11,193	11,417	11,645	11,878
Officers	18	18	19	19	19	20	20	21	21	22
Officers per 1000	1.81	1.81	1.81	1.81	1.81	1.81	1.81	1.81	1.81	1.81

TABLE 27. CAMROSE PROVINCIAL DETACHMENT POLICE LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	7,901	8,059	8,220	8,384	8,552	8,723	8,897	9,075	9,257	9,442
Officers	6	6	6	6	6	7	7	7	7	7
Officers per 1000	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76

7.1.2 Civilian Support

TABLE 28. WETASKIWIN MUNICIPAL DETACHMENT CIVILIAN SUPPORT LABOUR PROJECTIONS

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Population (2% Growth Forecast)	12,821	13,077	13,339	13,606	13,878	14,155	14,438	14,727	15,022	15,322
Administrative Resources	11	11	11	11	12	12	12	12	13	13
Administrative Resources per 1000	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86	0.86

TABLE 29. WETASKIWIN PROVINCIAL DETACHMENT CIVILIAN SUPPORT LABOUR PROJECTIONS

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Population (2% Growth Forecast)	9,939	10,138	10,341	10,547	10,758	10,973	11,193	11,417	11,645	11,878
Administrative Resources	4	4	4	4	4	4	4	5	5	5
Administrative Resources per 1000	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40

TABLE 30. CAMROSE DETACHMENT CIVILIAN SUPPORT LABOUR PROJECTIONS

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Population (2% Growth Forecast)	8,059	8,220	8,384	8,552	8,723	8,897	9,075	9,257	9,442	9,631
Administrative Resources	2	2	2	2	2	2	2	2	2	2
Administrative Resources per 1000	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25

7.1.3 Community Peace Officers

TABLE 31. CITY OF WETASKIWIN COMMUNITY PEACE OFFICERS LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	12,570	12,821	13,077	13,339	13,606	13,878	14,155	14,438	14,727	15,022
Peace Officers	1	1	1	1	1	1	1	1	1	1
Peace Officer per 100,000	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08	0.08

TABLE 32. COUNTY OF WETASKIWIN COMMUNITY PEACE OFFICERS LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	11,684	11,918	12,156	12,399	12,647	12,900	13,158	13,421	13,690	13,963
Peace Officers	4	4	4	4	4	4	4	5	5	5
Peace Officer Resources per 100,000	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34	0.34

TABLE 33. CAMROSE COUNTY COMMUNITY PEACE OFFICERS LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	9,208	9,392	9,580	9,772	9,967	10,166	10,370	10,577	10,789	11,004
Peace Officers	3	3	3	3	3	3	3	3	4	4
Peace Officer Resources per 100,000	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33	0.33

TABLE 34. TOWN OF MILLET COMMUNITY PEACE OFFICER LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	1,843	1,880	1,917	1,956	1,995	2,035	2,076	2,117	2,159	2,203
Peace Officers	1	1	1	1	1	1	1	1	1	1
Peace Officer Resources per 100,000	0.54	0.54	0.54	0.54	0.54	0.54	0.54	0.54	0.54	0.54

7.2 Tiered Response Model

The City of Wetaskiwin has a police officer to population ratio that is 2x that of the provincial average. The additional police officers have been effective at lowering the per officer workload, but this has not translated to a lower crime severity index score, more criminal charges, better clearance rates, or higher public satisfaction. The Tiered Response Model described in section 6.1 provides an alternative to simply adding more police officers and instead sees investment into building a broader public safety/law enforcement continuum. This approach has demonstrated both efficacy and cost-effectiveness in other Canadian municipalities.

Table 35 (below) illustrates how such a model can be resourced for the City of Wetaskiwin. Please note, that outreach teams may/or may not be municipal resources, in many jurisdictions these are partnerships with non-government organizations.

TABLE 35. WETASKIWIN MUNICIPAL TIERED RESPONSE MODEL LABOUR PROJECTIONS

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Population (2% Growth Forecast)	12,570.00	12,821.40	13,077.83	13,339.38	13,606.17	13,878.30	14,155.86	14,438.98	14,727.76	15,022.31
Police Officers	30	31	31	32	33	33	34	35	35	36
Officers per 1000	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4	2.4
Civilian Support	12	12	12	13	13	13	13	14	14	14
Civilian Support per 1000	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95	0.95
Peace Officers	4	4	4	4	4	4	4	4	4	4
Peace Officers per 1000	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3

Outreach Workers	4	4	4	4	4	4	4	4	4	4
Outreach Workers per 1000	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3

Unlike the City of Wetaskiwin, the County of Wetaskiwin, Camrose County, and the Town of Millet would not benefit as much from the deployment of Outreach Workers in place of law enforcement due to the difference in police calls for service in their communities. These municipalities may however benefit from expanding the roles of their Community Peace Officers. Additional resourcing is not likely required to pursue this direction as the applicable call types (mischief, theft, trespass) are relatively low frequency in these municipalities.

8 Key Performance Indicators and Evaluation

8.1 Key Performance Indicators (KPIs)

To measure the effectiveness of the recommended strategies, the following Key Performance Indicators (KPIs) are recommended. These KPIs will enable the monitoring and evaluation of policing performance and community safety initiatives, ensuring that they are aligned with the goals of improving public safety and fostering community trust.

Crime Rates

- **Violent Crime Rate:** Number of reported violent crimes (e.g., assaults, robberies) per 1,000 residents. This metric helps assess the prevalence of serious crimes and the effectiveness of strategies aimed at reducing violence.
- **Property Crime Rate:** Number of reported property crimes (e.g., burglaries, thefts) per 1,000 residents. Tracking property crime rates provides insights into community safety and the effectiveness of preventative measures.

Response Times

- **Emergency Response Time:** Average time taken to respond to high-priority calls (e.g., life-threatening situations). Quick response times are critical for saving lives and apprehending suspects.
- **Non-Emergency Response Time:** Average time taken to respond to non-emergency calls (e.g., property damage reports). Efficient handling of non-emergency calls contributes to overall community satisfaction and operational efficiency.

Clearance Rates

- **Overall Clearance Rate:** Percentage of reported crimes that are resolved (e.g., through arrests or other means). High clearance rates indicate effective investigation and resolution capabilities.
- **Clearance Rate for Violent Crimes:** Percentage of violent crimes that are resolved. This specific metric helps gauge the success of efforts focused on reducing serious crimes.
- **Clearance Rate for Property Crimes:** Percentage of property crimes that are resolved. Monitoring this rate ensures that property-related offenses are being effectively addressed.

Community Satisfaction

- **Public Trust and Confidence:** Conduct regular surveys to gauge public trust and confidence in the Police Service. Building trust is fundamental for effective policing and community cooperation.
- **Satisfaction with Police Services:** Measure the community's satisfaction with police services through surveys and feedback mechanisms.

- **Community Engagement:** Track the number and type of community engagement activities, and measure community participation and feedback.

Officer Performance and Wellbeing

- **Training and Development:** Measure the number of training hours completed per officer, including specialized training and professional development courses.
- **Officer Wellness Programs:** Track participation in wellness programs and measure the impact on officer health and wellbeing.
- **Job Satisfaction:** Conduct regular surveys to measure officer job satisfaction and morale. High job satisfaction levels contribute to better performance and lower turnover rates.

Efficiency and Effectiveness

- **Resource Utilization:** Ratio of police officers to civilian support staff. Optimal resource allocation ensures that police resources are used efficiently.
- **Cost per Capita:** Calculate the cost of policing per capita and track changes over time. Monitoring this metric helps ensure that policing services are delivered in a cost-effective manner.
- **Technology Utilization:** Measure the adoption and effectiveness of technology solutions, such as predictive policing tools and community safety platforms.

8.2 Evaluation Framework

An evaluation framework is essential for ensuring the continuous monitoring and assessment of the KPIs. This framework provides a structured approach to collecting, analyzing, and reporting data, as well as incorporating stakeholder feedback and driving continuous improvement. The evaluation framework includes the following key components:

Data Collection

- **Sources:** Regular data collection from multiple sources is critical for comprehensive evaluation. Sources include RCMP police reports, community surveys, administrative records, and third-party data (e.g., public health records). This diverse data collection ensures a holistic understanding of the policing landscape.
- **Frequency:** Data collection should be conducted on a monthly, quarterly, and annual basis to capture both short-term and long-term trends. This frequent and systematic approach enables timely identification of issues and opportunities for improvement.

Data Analysis

- **Techniques:** A variety of statistical methods and predictive analytics should be employed to identify trends, patterns, and areas for improvement. Techniques such as trend analysis, regression analysis, and cluster analysis will be used to understand the underlying factors influencing performance.
- **Tools:** Advanced data analytics software could be deployed to facilitate in-depth analysis and forecasting. These tools will enable the processing of large datasets, real-time analysis, and visualization of data, making it easier to derive actionable insights.

Reporting

- **Internal Reports:** Quarterly and annual reports will detail performance against KPIs, providing a clear picture of progress and areas needing attention. These reports will be shared amongst law enforcement leadership, municipal officials, and other relevant stakeholders to inform decision-making and strategy adjustments.
- **Public Reports:** Public dissemination of key findings should be conducted through community meetings, websites, and local media. This transparency ensures accountability and fosters public trust by keeping the community informed about policing performance and initiatives.

Stakeholder Feedback

- **Engagement:** Regular engagement with community members, local organizations, and other stakeholders is crucial for gathering feedback and adjusting strategies as needed. This engagement could be facilitated through public forums, focus groups, and advisory committees.
- **Methods:** Surveys, focus groups, and public forums will be utilized to collect diverse perspectives and insights. This feedback will be systematically analyzed and incorporated into the evaluation process to ensure that policing strategies are aligned with community needs and expectations.

Continuous Improvement

- **Process:** A continuous improvement process should be implemented to refine strategies and practices based on evaluation findings. This process involves regular review and adjustment of strategies, ensuring they remain effective and relevant.
- **Training:** Regular training and development programs for officers should be conducted to ensure they are equipped with the latest skills and knowledge. This ongoing professional development is critical for adapting to emerging challenges and best practices.
- **Innovation:** Encouragement of innovation and experimentation with new approaches to policing and community safety. By fostering a culture of innovation, the Wetaskiwin/Camrose Detachment can continually improve its services and adapt to changing conditions.

9 Conclusion

The Community-Based Policing Study for the Wetaskiwin/Camrose RCMP Detachment, encompassing the City of Wetaskiwin, the Town of Millet, and large portions of the County of Wetaskiwin and Camrose County, provides a detailed roadmap for enhancing public safety and community well-being. This study has thoroughly examined the current state of policing, identified key strengths and weaknesses, and developed strategic recommendations tailored to the unique needs of these communities.

Summary of Findings

Our analysis revealed a robust policing framework supported by the Combined Post Policing (CPP) model, which leverages shared resources and centralized command to serve a diverse jurisdiction efficiently. Strengths such as effective response times, proactive community engagement, and specialized units like the General Investigation Section (GIS), Crime Reduction Unit (CRU), and Regional Police and Crisis Team (RPACT) enhance the detachment's capability to address various policing needs.

However, significant challenges were also identified, including rising crime severity, particularly in violent crimes, declining clearance rates, and concerns about financial sustainability. Additionally, the study highlighted the need for better resource management, enhanced mental health and addiction services, and more effective community engagement strategies.

Recommended Strategies

To address these challenges, the study recommends several strategies:

1. Enhance Community-Oriented Policing:
 - Strengthen relationships between law enforcement and community members through increased visibility and proactive engagement initiatives.
 - Implement regular community meetings to foster open communication and trust.
 - Develop community-specific policing plans that address local safety concerns and priorities.
2. Implement Technology and Innovation:
 - Utilize predictive policing tools and real-time data analytics to enhance operational efficiency and crime prevention.
 - Establish collaborative platforms for data sharing between law enforcement agencies and community partners to improve situational awareness and coordination.
3. Strengthen Mental Health and Crisis Intervention:
 - Expand the Regional Police and Crisis Team (RPACT) to provide immediate assistance and connect individuals to appropriate mental health services.
 - Integrate public health and social services strategies into policing efforts through initiatives like the 'Hub Table', which brings together healthcare providers, social services, housing providers, and law enforcement for comprehensive support.

4. Promote Procedural Justice and Police Legitimacy:
 - Ensure fair and transparent policing practices to build trust and confidence within the community.
 - Implement training programs focused on ethics, integrity, and cultural competency to enhance officer interactions with diverse populations.
5. Utilize Non-Traditional Policing Models:
 - Deploy outreach workers and community peace officers to handle non-violent incidents, allowing police resources to focus on more critical tasks.
 - Support and develop restorative justice programs to promote healing and reconciliation between offenders and victims.
6. Implement Effective Resource Models:
 - Optimize resource allocation through detailed analysis of staffing needs and the strategic deployment of police officers and civilian support staff.
 - Advocate for the use of supplemental policing resources, such as the Safer Communities and Neighbourhoods (SCAN) Unit and the Alberta Gaming Liquor and Cannabis Commission (AGLC), to address specific community safety concerns.

Key Performance Indicators and Evaluation

A robust framework for monitoring and evaluation has been established to measure the success of the recommended strategies. Key Performance Indicators (KPIs) include crime rates, response times, clearance rates, community satisfaction, officer performance and well-being, and efficiency and effectiveness metrics. Regular data collection, analysis, and reporting will provide insights into the success of these initiatives and inform continuous improvement efforts.

Moving Forward

The successful implementation of these recommendations requires a collaborative effort among the municipalities, law enforcement agencies, community members, and stakeholders. By fostering a strong, trust-based relationship between the police and the community, these strategies aim to build a safer, more resilient environment for all residents.

The next steps involve:

- Engaging stakeholders to gain their support and commitment to the recommended strategies.
- Developing detailed implementation plans for each strategy, including timelines, resource requirements, and responsibilities.
- Establishing regular monitoring and evaluation processes to track progress and make necessary adjustments.

In conclusion, this Community-Based Policing Study provides a comprehensive and actionable plan for enhancing public safety and community well-being in the Wetaskiwin/Camrose region. By implementing the recommended strategies and continuously monitoring their effectiveness, these communities can achieve significant improvements in public safety and build more resilient, cohesive communities.



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