



Cypress County
Community Policing Study

January 17, 2017

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Letter of Transmittal

January 17, 2017

Mr. Doug Henderson
CAO, Cypress County
816 - 2nd Ave
Dunmore, AB T1B 0K3

Re: Cypress County Community Policing Study

Dear Mr. Henderson,

We are pleased to present you with the Cypress County Community Policing Study and recommendations.

Over the past months, we have reviewed, assessed and developed a series of recommendations for Cypress County in an effort to increase the efficiency and effectiveness of the community policing program and to bring it to the level that minimizes risk while maximizing policing services to the community.

We feel we have captured the intent and the objectives of your original request for proposal and invite any comments on the attached report.

Respectfully,



Erica Thomas
President, Transitional Solutions Inc.

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Acronyms

CCPO - Cypress County Peace Officer

EHP - Enhanced Officer Position

ITS - Integrated Traffic Services (RCMP)

LOE - Letter of Expectations

MOU - Memorandum of Understanding

PO - Peace Officer

RCMP - Royal Canadian Mounted Police

SRO - School Resource Officer (RCMP)

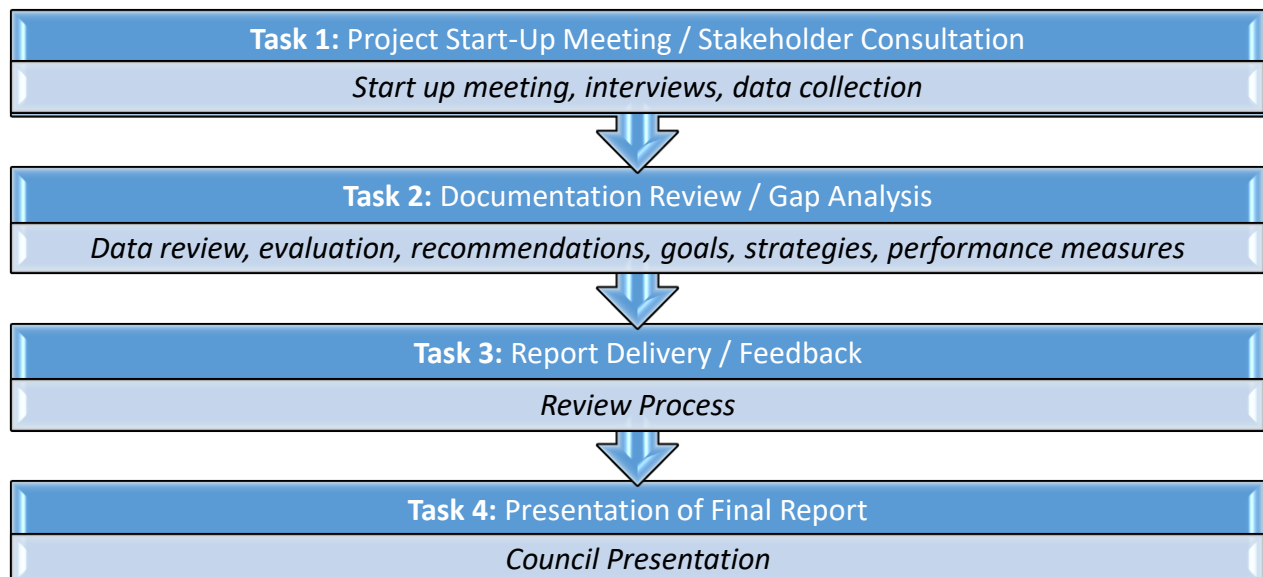
Project Scope

Cypress County has requested an independent review of their community policing and bylaw operations. The overall goal is to conduct a comprehensive review of these enhanced services; evaluate the efficiency and effectiveness of the current model used, identify areas that are working well, as well as areas for improvement, and provide a summary with recommendations.

The review included a thorough analysis of the following:

- a) Continuation of current contract with the RCMP,
- b) bylaw enforcement, and
- c) service delivery models.

Project Plan



Task 1 – Project Start-up Meeting / Stakeholder Consultation

TSI completed a thorough review of the documentation available from Cypress County and the RCMP. Documents reviewed included:

- 1) Current MOU/Contract for the RCMP enhanced position,
- 2) Review of local MOU/LOE between Cypress County and the Redcliff RCMP Detachment,
- 3) Job descriptions;
 - a. RCMP enhanced position
 - b. Bylaw Enforcement/Peace Officer,
- 4) Reports and Statistics,
- 5) Budgets for the service delivery including revenue streams, and
- 6) Community and crime prevention programs conducted by the RCMP enhanced position.

Individual interviews were conducted on November 22, 23, and 24 with the following positions:

- Cypress County Councilors
- Cypress County CAO
- Cypress County Peace Officer
- RCMP Redcliff Detachment, Detachment Commander
- RCMP Redcliff Detachment, Integrated Traffic Commander
- RCMP Redcliff Detachment, Cypress County Enhanced Services Officer

The onsite interviews were conducted to gauge operational effectiveness, current program performance and community risks.

Task 2 – Documentation Review / Gap Analysis

During the documentation review process, TSI performed an analysis that included:

- Documentation supplied by Cypress County and RCMP Redcliff Detachment
- Review of job performance requirements for the RCMP enhanced position and Peace Officer
- Community based initiatives and crime prevention programs
- Proactive enforcement initiatives
- Benchmark to other communities who provide an enhanced policing position
- Review of budget expenditures and revenue
- Identify opportunities for service level changes, efficiencies, and sharing of services, programs and resources
- Identify the operational structures and determine where improvements in coordination, standardization and synergies that might exist to improve overall enhanced services effectiveness
- Conduct a gap analysis on the understanding and implementation of Cypress County policies and procedures
- Identify constraints, barriers, and pressures preventing effective and efficient operation of services and programs

Task 3 – Report Delivery / Feedback

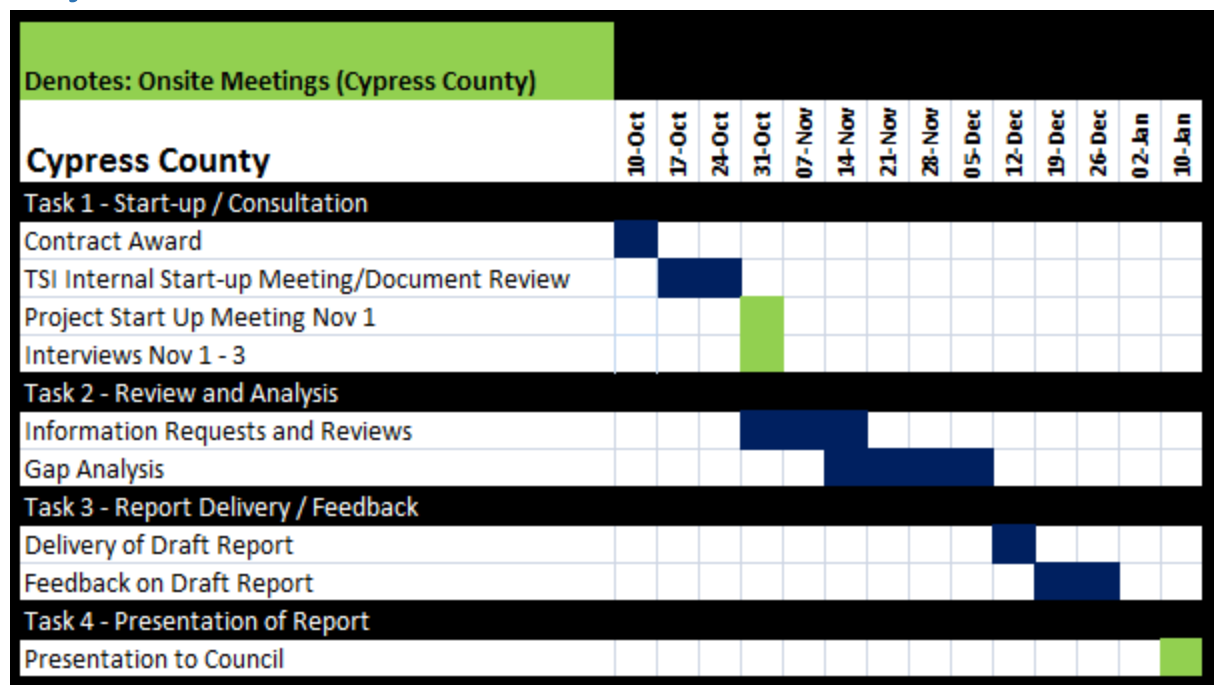
TSI completed a Draft Report that identified specific issues and recommendations from the document reviews, personal interviews, benchmarking to similar municipalities, legislation and industry best practices. The Draft Report was issued to a limited review team as identified by Cypress County. The Draft Report included:

- An analysis of the services currently provided
- Identification of strengths within the enhanced services department and/or systems
- Identification of gaps, issues/or weaknesses within the enhanced services department and/or systems
- Governance and Authority

Task 4 - Presentation of Final Report

TSI provided a Final Report presentation to the Cypress County Council following the Draft Report review. The TSI Protective Services Team and TSI Project Manager prepared and presented the Cypress County Community Policing Study Final Report to Council.

Project Schedule



Introduction

The Royal Canadian Mounted Police is a unique organization because it's a National (i.e. crime laboratories, CPIC, DNA data bank, fingerprint data bank, national sex offender registry), Federal, Provincial and Municipal police service. In addition to providing federal policing services to all Canadians, the RCMP provides police services under a contract to the following:

- eight provinces (except Ontario and Quebec),
- three territories,
- more than one hundred and fifty municipalities,
- over six hundred Aboriginal communities; and
- three International airports – Vancouver, Edmonton, Toronto

ⁱThe RCMP's mandate, as outlined in section 18 of the Royal Canadian Mounted Police Act, is multi-faceted. It includes preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad.

The Royal Canadian Mounted Police is the Canadian national police service and an agency of the Ministry of Public Safety Canada.

Background

ⁱⁱThe Royal Northwest Mounted Police (RNWMP) signed a contract to police the new provinces of Alberta and Saskatchewan in 1905, and were a fundamental feature of the development of Calgary and southern Alberta. The provincial policing contracts terminated in 1917, and the RNWMP was now responsible for federal law enforcement only in Alberta, Saskatchewan and the territories. In 1918, federal enforcement extended to all four western provinces.

Alberta had its own provincial police force, the Alberta Provincial Police, from 1917 to 1932. Many of its members transferred from the RNWMP to the APP. Economic hardships in the late 20s and early 30s forced the province to rethink its policing arrangements and Alberta reverted to RCMP policing services on April 1, 1932 - an arrangement which continues to this day.

ⁱⁱⁱThe employees of the RCMP are committed to our communities through:

- unbiased and respectful treatment of all people
- accountability
- mutual problem solving
- cultural sensitivity
- enhancement of public safety
- partnerships and consultation
- open and honest communication

- *effective and efficient use of resources*
- *quality and timely service*

In “K” Division, there are four primary contracts under which the RCMP deliver their services to Albertans. They are as follows:

1. Provincial Policing
2. Municipal policing, (population between 5,000 and 15,000),
3. Municipal policing population over 15,000 and
4. Triparti policing agreement.

The following brief description of each contract listed below is provided for information purposes only.

Provincial Policing Contract: The RCMP provides policing services to all counties (any size) and towns (under 5000 in population) at no additional cost to the citizens. The Government of Alberta pays 70% of the contract with 30% funded by the Federal Government. This does not include overtime or administrative support.

Municipal Policing Contract (population 5000 to 15000): This service is provided to all town and cities who wish to use the RCMP as their municipal police service. The municipalities are required to pay 70% of the contract with 30% funded by the Federal Government. Like the provincial contract, this does not include overtime. Any administrative or clerical support required is supplied by the municipality. The towns or cities, if they choose to do so, may provide their own municipal police service or contract with another municipal policing service.

Municipal Policing Services (population over 15,000): This service is provided by the RCMP to the cities over 15K within the Province of Alberta. The City of Lloydminster is an anomaly to the rule. The contracting cities are responsible to pay 90% of the total cost of policing while 10% is funded by the Federal Government. Overtime, administrative support, and infrastructure are examples of some of the extra costs borne by the City. Detachment Commander vacancies that need to be filled are usually completed with a formal three-person selection committee. A city or town representative sits on the board with direct input with a vote. Alternatively, the city or town may opt out of this process and leave it up to the administration of the RCMP to staff the position.

Triparti Policing Agreement: A Community Tripartite Agreement (CTA) is one that exists between a First Nations Community, the Provincial Government and the Federal Government. The CTA outlines the specific details of the community policing service. The federal government is responsible for 52% of the cost while the Province 48%. The officers dedicate 100% of their time on the reserve.

While conducting this review, “K” Division Headquarters was contacted and they were kind enough to supply further information. The present cost for an RCMP officer in Alberta is \$156,600.00. This is all inclusive for a fully-trained and equipped officer. The enhanced policing positions were originally created for the counties or municipalities under a population of 5000, with the option to acquire additional police officers.

Depending upon the signed M.O.U in effect, officers are assigned a variety of duties that fall under core functions of policing. Examples of these functions include traffic enforcement, plainclothes duties, school resource officers, crime reduction units, and augmenting the detachment strength in the rural

areas. The cost is 100% borne by local government and does not include overtime or dedicated administrative staff.

There are two options that counties or smaller municipalities can enter into for an enhanced officer:

Option “A”: A full-time RCMP officer dedicated to the county or municipality to do specific duties as outlined in the MOU. The MOU should be specific enough so both parties and the officer fully understand the expectations.

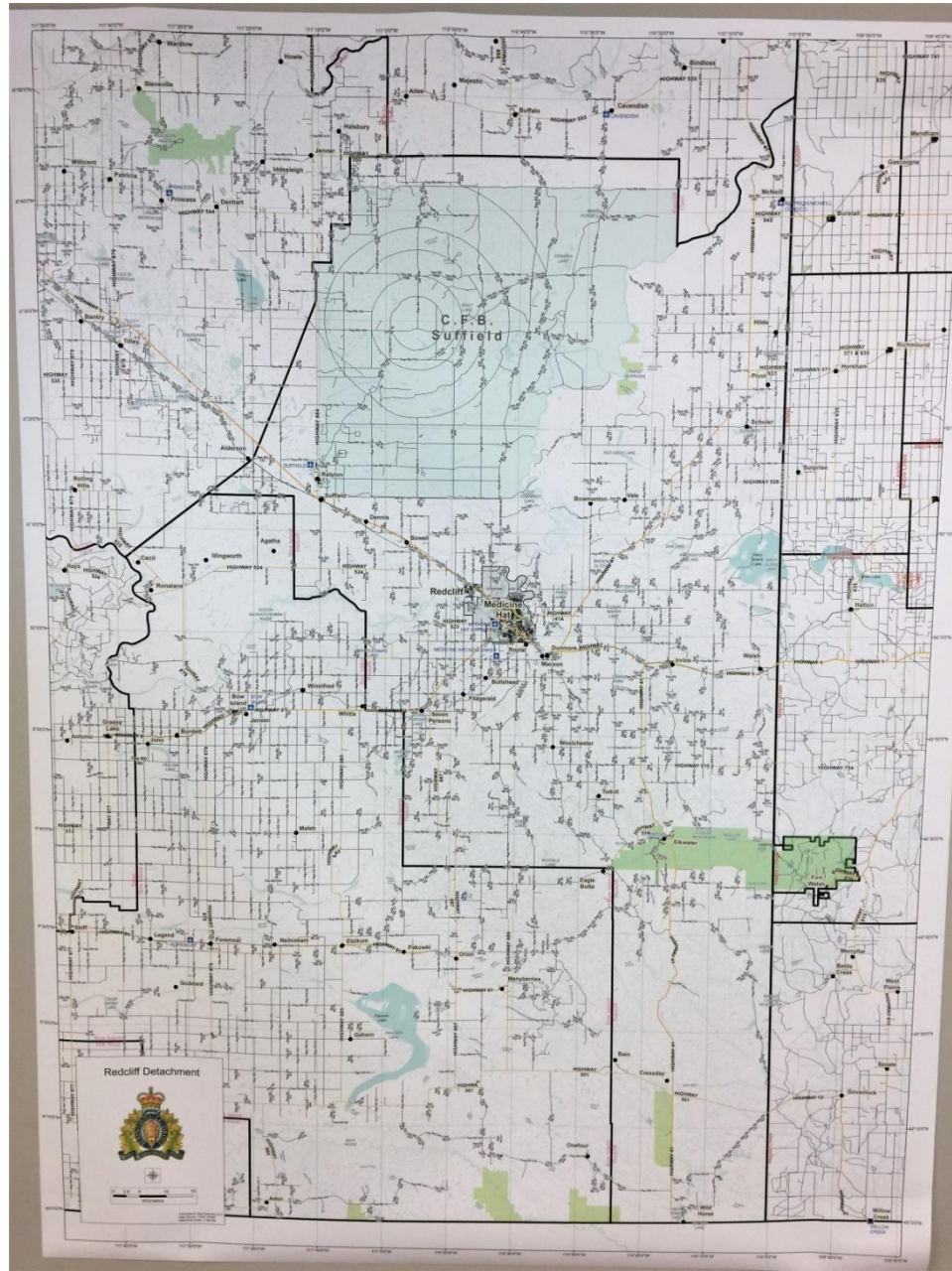
For the RCMP fiscal year 2016, there are currently 55 enhanced policing Option “A” officers being utilized throughout the Province. This includes the Edmonton International Airport, Grande Prairie and Fort McMurray who have a relatively large proportion of these positions. Other municipalities and counties utilizing the services of these enhanced officers include Pincher Creek, Leduc County and Cypress County.

Option “B” is a contract between the RCMP and local government to supply a specific number of hours to an area. This could be community funding for a block of hours used over a specific time. One Town currently utilizes a "B" contract for 900 hours annually and exploring going to an option "A" MOU.

Presently there are 25 option “B” contract positions throughout the province. There was a moratorium for additional enhanced policing positions. As of now, “K” Division is entertaining new M.O.U. contracts, but it will still take approximately one year to fill a new position.

RCMP Redcliff Detachment

Boundary Map



14 members in Detachment – split evenly between Town of Redcliff and rural

- 5 traffic members and 5 Sheriffs
- 4 support staff – 1 traffic
- 1 enhanced Police Officer position

Introduction - Peace Officer

The following Peace Officer information is from the Government of Alberta, Public Security Peace Officer program - Policy and Procedures Manual (January 2007, amended February 2012)

The Public Security Peace Officer Program in Alberta is unique in Canada. It gives different levels of government the opportunity to obtain peace officer status for community safety enhancement or specialized law enforcement needs.

This program operates under the auspices of the Peace Officer Act, allowing the Government of Alberta to designate agencies and provide individuals with peace officer status for specific job functions. Duties and functions within the program vary greatly, from out-of-province police officers, to parking control personnel employed by a municipality. Regardless of the participating agency, the Public Security Peace Officer Program is designed to ensure minimum standards of training, accountability, and professionalism.

Under Section 5 of the Peace Officer Act (POA) and Section 2 of the Peace Officer (Ministerial) Regulation (POMR), an agency may only employ the services of a peace officer if they are designated as an authorized employer by the Director. All authorized employer and peace officer designations are validated and issued under the Director's signature.

Applying agencies must:

- a) Have a legitimate need for peace officer services.
- b) Be a government or quasi-government agency. The level of government can be federal, provincial, or municipal. Examples of quasi-government agencies are health regions, post-secondary institutions, commissions or boards that report directly to a government ministry, or any other group designated by a federal or provincial ministry to carry out enforcement of federal or provincial legislation.
- c) Private agencies or individuals are not eligible for participation under this legislation.

Alberta Peace Officers – Levels 1 and 2

Alberta Peace Officer – Level 1

- a) Employed through Alberta Solicitor General and Public Security. May have authority to carry a sidearm under authority of the Act.
- b) Peace officers are provided with approved training and possess the authority to enforce provisions of federal and provincial statutes specific to their mandate. This includes enforcing traffic violations on Alberta highways, providing prisoner transport and court security. Also included in this level would be protection services for the Premier, Lieutenant Governor, VIPs and other individuals as deemed necessary.

Alberta Peace Officer – Level 2

- a) Employed by the Government of Alberta or the Government of Canada.

b) These peace officers possess knowledge that is very specific to a particular subject and conduct a range of duties that include fraud investigations, fish and wildlife officers, and inspector and compliance officers conducting enforcement under provincial statutes.

c) Alberta Government Peace Officers/Federal Peace Officers in this category that carry firearms or other weapons have authority to do so via an enactment other than the Peace Officer Act.

Community Peace Officers – Levels 1 and 2

Community Peace Officer - Level 1

Employed by municipalities and counties in Alberta to fulfill a range of roles including enforcement of provincial statutes. A Level 1 Community Peace Officer enforces moving violations under the Traffic Safety Act and/or elements of the Gaming and Liquor Act.

Agencies responsible for providing a safe and secure environment for public and/or private property are included in this category if they are armed with baton and/or OC spray and have requested peace officer authority beyond the ability to enforce non-moving traffic offences. Examples of this category are transit security agencies operated by a municipality, some post-secondary institutions, and a county and/or municipal patrol service.

Enhanced Authorities

Within the Peace Officer Program, the Community Peace Officer Level 1 may hold enhanced authorities in order to provide a better service to the community and/or a supplemental service to the police service of jurisdiction. These authorities, as follow, will only be granted after specified and approved training programs have been successfully completed:

- Non-urgent community calls: Criminal Code authority may be granted for the offences of 'Theft not exceeding \$5000' and 'Mischief not exceeding \$5000'.
- Criminal Code warrants: Ability to arrest and release, unless Judicial Interim Release hearing required.
- Motor vehicle collisions: Ability to investigate and submit reports involving noninjury events.

Community Peace Officer - Level 2

Fulfill a range of roles that are administrative in nature or have a narrow focus. Authority at this level does not include moving violations under the Traffic Safety Act (except for Automated Traffic Enforcement operators) or any elements of the Gaming and Liquor Act.

Examples are exhibit custodians for police services, RCMP detachment clerks, parking enforcement officers, automated traffic enforcement operators, and animal control specialists.

a) No Uniform Requirement. Level 2 Community Peace Officers are not held to a uniform requirement, however, the Level 1 uniform and vehicle requirements may be utilized if the authorized employer so desires.

Interviews

Date	Time	Task
Monday November 21	Evening	TSI arrive in Medicine Hat
Tuesday November 22	08:00	Interview - Councillor Ernest Mudie
Tuesday November 22	09:00	Interview - Councillor Alf Belyea
Tuesday November 22	10:00	
Tuesday November 22	11:00	Interview - Peace Officer Anna Mast
Tuesday November 22	13:00	Enhanced Services Start up Meeting
Tuesday November 22	15:00	Interview - Deputy Reeve Dan Hamilton
Tuesday November 22	18:30 - 20:30	
Tuesday November 22	20:30	Interview - Councillor Dustin Vossler
Wednesday November 23	09:00	Interview - Councillor Garry Lentz
Wednesday November 23	10:00	Interview - Councillor Art Squire
Wednesday November 23	11:00	Interview - Reeve Darcy Geigle
Wednesday November 23	13:30	Interview - Councillor LeRay Pahl
Wednesday November 23	15:00	Interview - CAO Doug Henderson
Wednesday November 23	18:30 - 20:30	
Thursday November 24	10:00	Interview - Councillor Richard Oster
Thursday November 24	13:30	Interview - S/Sgt. Sean Maxwell (Detachment Commander)
Thursday November 24	15:00	Interview - Sgt. Chris Zanidean (Supervisor of Enhanced Officer)
Thursday November 24	16:30	Interview - Cst. Joel Barrette (Enhanced Officer)

Cypress County Interview Notes

- Communications with the RCMP are improving and needs to continue to improve
- Not interested in having Enhanced Officer member do weights and measures
- Enhanced Officer should be attending specific community events
- Feels that there is flexibility within the scope of the agreement with the RCMP to adjust and revise as required within reason
- Believes that having the EHP has advantages over Peace Officer(PO)
 - Not the same level of perceived authority
- Would like to see the EHP work a varied schedule that includes some weekends
- Feels that visibility is the most important; healthy balance between visibility and enforcement
- Feels that the current agreement is a waste of tax payers' money
 - Money better spent on hiring 1 or 2 additional Peace Officers
 - Very vague job description / lack of direction from Council
- Did not suggest any ways to improve role of EHP – stated to get rid of it
- Not being fiscally responsible to ratepayers
- County has no control of hours – no idea where the officer is at
- Most activities of the EHP pertain to traffic enforcement

- Accountability of the EHP Officer to the County is of concern
- Visibility is most important – public just wants to see a presence – public indifferent to EHP Officer presence vs. CCPO
- Lack of consistent communication to Council
- Would like to see the position do more with respects to community programs and public education
- Would like to see the presence of the EHP increased in the communities and would like to see more revenues being generated
- Cost of service is most important – are we spending effectively vs. visibility
- Revenue generation not important
- Would like to see the EHP Officer involved in more public education activities
- Visibility/presence of members is what is most important
- The EHP position is efficient and excellent value for the dollar – simple to manage – one price covers all
- The current model meets the needs of the citizens
- RCMP portrays a higher level of authority and is better trained to deal with situations than PO
- Visibility/enforcement are most important aspects of policing
- Concerned with reporting – verbal reports only – lack of documented reports
- Has been a little better as of late – probably due to this project
- Need officers to be present and actively enforcing laws – doing a drive thru does not achieve this
- Wants a higher level of community engagement and interaction
- Feels that the current combination is working but requires better coordination of goals and schedules
- Visibility /enforcement most important
- Concerned with lack of presence during the weekend and evenings – CCPO's schedule adjusted recently
- Wants a more coordinated level of coverage and better communication
- Last report (2- 3 weeks ago) would seem to indicate that the RCMP are making an effort to address Councils concerns
- Feels that the EHP Officer presence is more of a deterrent than that of the CCPO
- CCPO position become more proactive in nature
- Speaks to lack of coordination of schedules between EHP and CCPO – communications
- Feels that enforcement of bylaws is most important – presence and driving thru a community do not provide much value to the County
- Contract is not lacking in terms of councils' expectations
- Would like to see a more coordinated approach to scheduling and goals
- Would like County PO to be out more – too much time in office
 - Would like to see a varied schedule that includes nights and weekends
- Would like to see PO more involved in community – safety talks, community education
- A more flexible and varied shift schedule for the PO – not just 9-5 Mon-Fri
- CCPO has about 100 files a year
- CCPO requires 40% of work hours doing administrative work

- Feels some difference in perceptions have come about as a result of vehicle markings on new CCPO vehicle
- CCPO could do weights and measures, some traffic, some proactive work as well as fire permit inspections

Cypress County Interview Summary

- Majority of Councilors believe that the role of the enhanced position is to be visible within the County, patrolling the County roads, visible in the communities, attending special events and working with the County Peace Officer.
- Writing traffic tickets not a high priority in most Councilors' view.
- Weights and measures is not a priority.
- Majority of persons interviewed would like to see more visibility, varied shifts not just 8 to 4 and making a presence in the schools.
- Most Councilors felt that the role of the County Peace Officer is to enforce County bylaws i.e.: dogs, unsightly property, etc.
- Policing should be complaint driven as to what is enforced, not proactive. Presence in the Hamlets and on County roads.
- Would like to see the Peace Officer out of the office and on the road, more flexible shifts, spend some time in the schools, overall more visibility.
- There was a wide range of perception in the working relationship between the Enhanced Position and the Peace Officer. Some felt the working relationship was excellent where some felt communication and coordination of shifts needs to improve.
- Services that would be expected from the Enhanced Officer position include varied shifts, focus on patrols versus enforcement, education and prevention.
- Majority of interviewees felt that visibility is most important in providing policing services to the County, less focus on enforcement or the cost of the service.
- Interviewees were split between the type of service or combination of service that would be most beneficial to the citizens of Cypress County; combination of Enhanced Officers and Peace Officers; only Peace Officers and one only Enhanced Officers.

RCMP Interview Notes

- Enhanced position is more effective than it was in past (years ago)
- Reports from Detachment Commander are not inclusive of EHP Officer
- EHP falls under supervision of ITS – to be changed in March 2017
- EHP member does not carry files other than county related
- Estimates a 1000 tickets a year
- EHP Officer schedules his hours
- EHP does not liaison with any specific groups other than Rural Crime Watch – other members from detachment currently assigned to SRO positions
- Is not concerned with whether or not position is renewed
- Any extra hours worked would be on EHP's regular days off and paid for through provincial collator code

- Would like to see next agreement (MOU) have detailed expectations outlined
- Feels that CAO should be dealing directly with Det. Commander about their issues
- Brand Inspector work was done in the past – great opportunity to do more of this in the future as there is only 2 or 3 members assigned to this responsibility across the Province.
- Visibility and patrolling rural area – averages 55,000 Kilometres a year
- Hamlets are visited weekly – patrols a certain area each day
- 33% of EHP's time travelling back roads to destinations
- Works dayshifts – has incorporated some weekends, including long weekends and evenings into schedule at the request of Cypress County
- Stops in at Irvine arena and Walsh café – coffee/lunch- visibility
- School work left to SRO assigned by Detachment Commander
- Work is largely traffic related – limited time in Court
- Attends special events as requested
- Reports quarterly to Council – never too much in terms of questions from Council
- Redcliff Detachment members police Cypress County with the exception of a small area of the County of 40 mile
- Two main goals - visibility, and overweight vehicles, council requested not to do overweight vehicles
- EHP does not do stationary patrols except school zones while in hamlets
- Stopping vehicles and writing tickets is the best way to be visible
- EHP does patrol through Elkwater Provincial Park
- All EHP hours are spent in the County
- Expectations to patrol all campgrounds, visible throughout the County, assist Peace Officer when requested
- Bulk of tickets are written on the provincial highways when traveling to different areas within Cypress County

Gap Analysis

ITEM	CURRENT SITUATION	RECOMMENDATIONS
Policies & Procedures	2014 MOU – Section 3 – Duties and Responsibilities of the RCMP member	Develop a Letter of Expectations that details specific tasks to be performed by the Enhanced Policing Member.
Agreements		
<ul style="list-style-type: none"> MOU April 1, 2014 Expires Mar 31, 2017 	Current documents outline the general expectations of both parties and reporting procedures	None
Joint Obligations		
<ul style="list-style-type: none"> Input from Cypress County on the staffing selection process (CAO) Final determination is the exclusive decision of the RCMP 	According to persons interviewed, Cypress County had little input into the selection process of the current EHP member.	<p>While it is recognized that the RCMP have the final determination, a concerted effort should be made to include Cypress County CAO in the selection process for the EHP.</p> <p>Arrangements should be made between the Detachment Commander and CAO to interview the potential EHP candidate together to ensure a good fit for the role and the County.</p>
<ul style="list-style-type: none"> Cypress County is responsible for any specialized training and equipment required to perform the duties specified. i.e. – weights and measures. 	Cypress County is currently meeting its obligations.	Continue to support specialized training and equipment.
<ul style="list-style-type: none"> Parties may meet annually to discuss mutual interests concerning this MOU 	This is not being completed on a regular basis. Communication has been lacking on both fronts in the past. Previous CAO(s) and RCMP Commanders agreed that meeting on a scheduled basis was not required.	Emphasis should be placed on improving communications between the two agencies – especially at the administrative level. Rather than leave to an annual meeting, issues should be addressed as they arise.

<p>Level of Expectations</p> <p>Member is expected to do the following:</p> <ul style="list-style-type: none"> • Traffic enforcement and protection of road infrastructure • Enforcement of the Gaming & Liquor Act of Alberta • Enforcement of the Environmental Protection and Enhancement Act of Alberta 	<p>Members primary focus is on the following:</p> <ol style="list-style-type: none"> 1) Traffic Enforcement 2) Visibility in the Hamlets 3) Attending special events as required/requested 	<p>The 2014 MOU does not accurately reflect the expectations of Cypress County as communicated through the interview process. Expectations include:</p> <ul style="list-style-type: none"> • Weekend work, at least one per month in the Summer • Evening work regularly scheduled • Traffic enforcement to be more focused on County roads, not as much on numbered highways <p>Proactive enforcement activities should encompass more than traffic enforcement:</p> <ul style="list-style-type: none"> • Enforcement of the Gaming & Liquor Act of Alberta • Enforcement of the Environmental Protection and Enhancement Act of Alberta
<ul style="list-style-type: none"> • Create community awareness of the following: <ul style="list-style-type: none"> o Domestic Violence o Vandalism o Bullying o Crime reduction/Prevention Strategies o Impaired Driving/Drug Use 	<p>In terms of community involvement, there is not much interaction between the member and the citizens. There are limited means to accommodate this due to the lack of public meeting places.</p> <p>Many of the items with respects to community involvement are being met by assigned officers from the Redcliff Rural Detachment.</p>	<p>In an effort to increase the EHP members' presence in the community, the EHP member should be taking a more proactive role in community based policing activities. Member should be attending schools on a regular basis, focusing on high schools. This could be done simultaneously with other emergency services or other agencies such as Family Community Social Services. Programs may include:</p> <ul style="list-style-type: none"> - Brand Inspector - Fish and Wildlife – Hunting Season - Alberta Transportation – Commercial Vehicle Enforcement - Cop Talk – meeting in Hamlet community halls with citizens where they can ask questions, talk with Officer

<ul style="list-style-type: none"> Primary liaison for Rural Crime Watch Program 	<p>The EHP member has attended these meetings in the past but is not the primary liaison for the RCWA program.</p>	<p>Members presence at these meetings should continue. This will help increase the community awareness of the program and increase the member's visibility to the citizens.</p>
<ul style="list-style-type: none"> Emergency Planning/Disaster Services relating to special events 	<p>The EHP member has had no requests to be involved in the planning stages of special events</p>	<p>If the EHP is expected to participate in the planning stages of special events within the County, Cypress County should develop and implement a special events permit/bylaw that requires notification and approval from emergency service agencies.</p>
<ul style="list-style-type: none"> Policing of Special Events in area 	<p>Interviews identified that attendance to more events in the future would be beneficial.</p>	<p>Special events should be identified in the Letter of Expectations between the Detachment Commander and the CAO as to what events will be attended by the EHP member each year.</p>
<ul style="list-style-type: none"> Act as Liaison to the various advisory groups 	<p>Not aware of any responsibilities in this area. These activities currently fall under the responsibility of the Detachment Commander or delegate.</p>	<p>If there are requirements that are expected, then they need to be identified in the Letter of Expectations.</p>
<ul style="list-style-type: none"> Attend meetings with local Council as required to report on programs and issues affecting the County and the actions taken 	<p>Attendance has not been adequately met in the past. Has been attending the last two quarterly report meetings.</p>	<p>Enhanced Officer attendance should be done in compliance with the MOU.</p>
<ul style="list-style-type: none"> The RCMP member position will be maintained as a permanent posting in the County. 	<p>Currently being met.</p>	<p>None</p>

<p>Operations</p> <p>The Integrated Traffic Services Commander will have the sole responsibility for determining the appropriate operational and administrative use of the enhanced position.</p>	<p>Currently, the EHP member reports to the ITS Commander.</p>	<p>TSI recommends that the EHP members supervision fall under the Redcliff Detachment Commander in the future.</p>
<p>The RCMP member will assist other RCMP units in emergencies with the understanding the RCMP will return services to the County in an amount equal to the time utilized by the other units.</p>	<p>The EHP member is currently being utilized in this manner. Once detachment members arrive, the member is usually released back to manage County business as normal. The member does not actively carry any investigative files.</p>	<p>Continue to operate in this manner</p>
<p>Reporting</p> <p>ITS Commander will provide the County CAO with a detailed quarterly Council report and the Cypress County person hour tracking report.</p>	<p>Quarterly report to Council has recently been reinstated. Person hour tracking report not currently being completed.</p>	<p>Addressed elsewhere, and as specified, between Detachment Commander and CAO.</p> <p>Recommend to remove hourly tracking report from the MOU.</p>
<p>Reporting of the EHP members activities to CAO falls under the responsibility of the Integrated Traffic Services Commander (ITSC).</p> <p>Reporting is done as follows:</p> <ul style="list-style-type: none"> Detailed quarterly council report 	<p>Reporting is to be done on a quarterly basis.</p> <p>The lack of reporting in the past can be partially attributed to the former County CAO waiving of the reporting requirements at the request of the previous Council.</p>	<p>TSI recommends that the reporting of the EHP members activities fall under the Redcliff Detachment Commander in the future.</p> <p>The member should be present to specifically address any direct questions from Council.</p>

Budget Expenditures & Revenue	<p>Estimated cost for EHP member for fiscal year 2016-2017 is \$ 153,500 all inclusive. All revenue generated by the EHP member is coded and journal vouchered to Cypress County.</p>	<p>No recommendations</p>
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Benchmarking - Peace Officer

County	Peace Officer Position(s)	Duties Performed	Operation vs. Administration Duties
Cypress County	One: No support staff Works out of the County office	Level 1 Peace Officer has the authority to enforce provincial statutes, municipal bylaws. Responsible for the enforcement of County bylaws and animal control. Very little proactive work completed as requested by the administration.	Average time spent on the road according to timesheets per day is 4-5 hours. Remainder of time performing administration duties.
Leduc County	Six including Director of Enforcement Services One support staff Works out of the County Office	Level 1 and 2 Peace Officers: Primary responsibility is to protect infrastructure and traffic safety, provincial statutes, commercial vehicle, off hwy., dog control, boating safety & patrols, commercial vehicle inspections, public education safety & bylaw enforcement. Expectation from administration to do proactive enforcement.	Director of Enforcement spends majority of time with administrative work. Level 1 Officer spends approx. 70 % of time on the road with 30% in the office. Do not contract out services to towns within the County i.e. Calmar or Thorsby Average 400 km's travel per shift
Municipal District of Pincher Creek # 9	No Peace or Bylaw Officer One animal control officer attached to the County	Other issues that come up in the County are resolved by a longer-term County employee	Not applicable
County of Grande Prairie # 1	Twenty-one Level 1 and Level 2 Peace Officers Four Administration staff, plus one seasonal. Work out of County services building	Officers work shift and are divided in watches. Duties include provincial statutes, municipal bylaws, and prevention. They are expected to do proactive duties such as traffic enforcement, Gaming Liquor Act, Tobacco Act. Also participate at major events within the County, check stops, etc. County also contracts their services to other communities as needed.	CPO's are divided into watches and spends as much as time out on the road as needed.
Ponoka County	One-Level 1 Uses administration staff within the County for assistance.	Focus on road patrols. Other duties include enforcing county bylaws, provincial statutes, traffic, visibility and animal control. Attends alarms to County buildings and on call after hours. Approx. 250 calls annually - 125 are formally	80% of time on the road for visibility and 20% in the office with administrative duties.

	Works out of County office	written in reports. Complaint focus rather than proactive. Makes every attempt to resolve complaints without charging individuals. Only three tickets written in 2016.	
County of Vermillion River	Two Both are Level 1 CPO. Established in 2013 .3 clerical staff attached to enforcement services. Work out of County office.	Primary responsibility is to protect the infrastructure within the County. Other duties include enforcement of provincial statutes, traffic enforcement, weights and measures. Animal control is contracted out to a private firm. Proactive duties are performed mostly with overweight vehicles. Only specific roads are to be used by heavy haulers with permits.	In 2015, 85% of the position was funded by major oil companies in the area. In 2016, 50% is funded by the private sector. Supervisor spends 50% of time in office with administrative duties. Second officer spends 95% on the road with 5% in the office.

Benchmarking - RCMP Enhanced Officer

County	Enhanced Position(s)	Duties Performed	Letter of Expectations
Cypress County	One: Works out of Redcliff Detachment	MOU - Traffic enforcement on county roads, visibility and patrolling through all Hamlets, attending special events within the County. Does not enforce County bylaws.	No letter of expectations in place between County and RCMP. RCMP works off the M.O.U. County does ask for specific tasks to be completed.
Leduc County	One: Considering adding a second RCMP EHP. Works out of Leduc Regional Detachment	MOU: The enhanced position is presently assigned to work with the plainclothes unit (General Investigation Unit & Drug Enforcement). Dedicated to activities within the County. Duties performed are intelligence lead or targeting specific crimes. The County has requested an additional position as a full-time School Resource Officer (SRO).	Letter of agreement (MOU) in place between the County and RCMP Detachment.
Municipal District of Pincher Creek # 9	One: Works out of Pincher Creek Detachment	MOU: Traffic enforcement on County roads, bylaws, weights & measures and visibility throughout the county: Does not enforce animal control bylaws	No letter of expectations in place.

County of Grande Prairie # 1	Five: Four working out of the County Community Service Building. One at Grande Prairie Detachment	MOU: Three enhanced policing officers are integrated with the Peace Officers including shift scheduling, etc. The officers do traffic enforcement, community based programs, crime prevention, attend large special events, bike and boat patrols. Do not investigate complaints. Two officers are out of the Grande Prairie Detachment in plain clothes positions doing target police activities; (Crime Reduction Unit and General Investigation Unit). RCMP enhanced positions integrated with the CPO. A sixth officer will be added in early 2017.	Memorandum of Understanding in place between the County and Detachment for the uniformed officers.
Ponoka	Contract cancelled in 2016.	Nil: The enhanced position was cancelled in 2016. Position was stationed out of Rimbey Detachment. Position was left vacant for a considerable period of time and often used to augment the detachment officers when short staffed.	N/A
County of Vermillion River	Contract cancelled in 2009/2010	Enhanced Policing contract was cancelled in 2009/10. Did not meet the requirements. Position was out of Kitscoty Detachment and used to augment the Detachment.	N/A

Cost Comparison (2016)

	RCMP Enhanced Officer	County Peace Officer
Salary	153,500	77,465
Benefits/Pension, etc.		16,268
Travel, subsistence, training		5,000
Telephone and cellular		2,000
Supplies		1,200
Other		500
* Capital replacement		16,000
Fuel 55,000km		?
Vehicle maintenance		?
Common services/IT support		?
Other		?
Total	153,500	118,433

Not inclusive of revenues

The RCMP Enhanced Officer position is all inclusive. This includes salary, benefits (medical, dental, pension contributions, sick leave, annual leave and special leave). Operational costs include fuel, maintenance of police vehicle, office space, stationary and administrative support. Equipment includes operational tools, weapons, police vehicle, uniforms, mobile work station, cell phone. Member is fully trained when transferred into the position, recertification's on first aid, firearms, etc. and other courses outside of County requirements are included.

* Capital replacement program is based on a 5 year interval.

2016 replacement vehicle 67,000

Body and Car camera 10,000 (7,000 U.S.)

Mobile work station 3,000

The chart below was provided to TSI by Cypress County:

2015				2016	
				as at Oct 26, 2016	
		Budget	Actual	Budget	Actual
Revenue					
Fines		45,000	113,399	45,000	62,599
Dog Fines/Licences		500	1,000	500	-
		45,500	114,399	45,500	62,599
Expenses					
RCMP		155,000	152,207	159,135	77,075
BYLAW		135,318	137,268	133,152	84,011
		290,318	289,475	292,287	161,086
2015 & 2016 Operating Budgets (detailed)					
<u>RCMP</u>	<u>2015</u>		<u>2016</u>		
Professional Consulting	155,000		159,135		
<u>BYLAW</u> (includes Dog Control & Bylaw Enforcement)					
Wages	71,100		77,465		
Benefits	18,900		16,268		
Travel, Subsistence, Training	5,000		5,000		
Telephone/Cellular	2,000		2,000		
Contracted Services	20,000		18,500		
Equipment Rental	12,167		12,219		
Common Services	4,451		-		
Supplies	1,200		1,200		
Other	500		500		

Community Policing Options

Option	Pros	Cons	Notes
#1 1 RCMP Enhanced Officer, 1 County Peace Officer	<p>Additional RCMP presence in the County</p> <p>Armed police officer on patrol and can deal with all emergencies</p> <p>Revenue generated will offset the cost of the officer</p> <p>Focus on special events without having to respond to other emergencies</p> <p>Administrative activities are the responsibility of the RCMP</p> <p>Higher level of officer safety with an enhanced officer – less risk to County</p> <p>Supervision of Peace Officer at County level</p> <p>Peace Officer most knowledgeable on County bylaws</p> <p>Peace Officer has added value to the County compared to a bylaw officer</p>	<p>Cost of service per officer can vary based on revenues generated</p> <p>Revenues can drop depending on the officer's performance of his duties</p> <p>Less Cypress County control of what the enhanced officer does in the performance of duties (governed by the MOU)</p> <p>Retention of RCMP enhanced officer</p> <p>No one readily available to enforce bylaws when Peace Officer is not available</p>	<p>Driving through the Hamlets is a deterrent and an indication of visibility</p> <p>Officer safety in a rural setting poses significant risk and challenges</p> <p>Peace Officer has the ability and authority to do proactive work</p>
#2 2 RCMP Enhanced Officers 0 Community Peace Officers 1 Bylaw Officer	<p>Additional RCMP presence in the county</p> <p>More proactive enforcement and crime prevention programs depending on the direction given</p> <p>More revenue generated for the County</p> <p>Administrative activities are the responsibility of the RCMP</p>	<p>Additional cost to the County</p> <p>Less control on what the officers do during his/her day to day activities</p> <p>May generate more complaints from the citizens resulting from proactive enforcement</p>	<p>More visibility throughout the hamlets and county roads</p> <p>Public perception that the citizens feel safe</p>

	Bylaw officer just enforces the County bylaws, less overhead cost than the Peace Officer		
#3 2 County Peace Officers No enhanced RCMP Officer	Total control of the Peace Officers day to day activities Still can be used to be proactive Generate revenue for the county More visibility of the Peace Officer within the county Hire who the county wants to fill the positions Can assign additional regulatory responsibilities i.e. fire permit inspections Peace Officers can perform similar duties to that of the EHP with approval/request from council. Backup available for bylaw enforcement	More administrative responsibility, including supervision of the Peace Officers, resolving public complaints, etc. Loss of the enhanced policing position Peace Officers not as well equipped to deal with dangerous situations while doing proactive duties Doing proactive duties could result in more time spent in court giving evidence If county in the future wants the enhanced position back, will take approx. one year to fill If Cypress County requests an RCMP presence at special events, it will depend on manpower or other priorities Additional equipment (vehicle, cellphone, etc.) costs will be incurred upfront and on a recurring basis	Public perception is that the citizens are feel safer with a dedicated RCMP Perception that all RCMP services would be lost Less RCMP visibility through the Hamlets Public education would need to take place for the citizens to understand powers and abilities of the Peace Officer Risk management with respects to officer safety would need to be considered

Recommendation

After a thorough review of all documentation received, including information from the interviews and benchmarking to other communities, TSI recommends that two full time equivalents of qualified policing personnel as identified in Option 1 be utilized to provide the policing and bylaw needs of the County.

1 RCMP Enhanced Officer, 1 County Peace Officer

To further enhance the relationship between the RCMP and Cypress County and to increase operational effectiveness, the following recommendations should be considered:

- The MOU/Letter of Expectations should clearly stipulate what is expected of the enhanced position. This should be reviewed annually to ensure it meets the needs of the County and its mandate is being met.
- The enhanced position must fall under the control of the Detachment Commander and not the Integrated Traffic Commander.
- The enhanced position must be on its own schedule to meet the County needs and not blended into the Detachment's shift schedule.
- The MOU should clearly stipulate what is expected of the enhanced position.
- A letter of expectations should be drafted between the County CAO and the Detachment Commander as to what milestones must be met. This should be revisited annually.
- The letter of expectations should identify the annual special events and long weekends that the EHP Officer is expected to work. Evenings and weekend shifts during the Summer months shall also be identified.
- Monthly written activity reports should be submitted through the Detachment Commander to the Cypress County CAO.
- The Detachment Commander as well as the enhanced officer must attend quarterly Council meeting.
- All issues that are administrative or operationally sensitive in nature shall be dealt with through the CAO and Detachment Commander.

Additionally, TSI makes the following recommendations:

- The Peace Officer job description be reviewed and updated. The current job description should be expanded upon and identify the annual special events and long weekends expected to work. Evenings and weekend shifts during the Summer months should also be identified.
- Hire a 0.3 FTE Admin assistant to perform administrative activities currently performed by the Peace Officer. There may be an opportunity within the County to cost-share the duties of the Fire Department Administrative assistant recommended in the Cypress County Fire Master Plan. This will enable the Peace officer to be more effective and visible in the County.
- Peace Officer can perform fire permit inspections while traveling through the County. Fire Permit Bylaw should be added to the Peace Officer job description (list of bylaws) so that fire permit inspections can be performed as required.

ⁱ RCMP National Web Site REV: 2016-02-26

ⁱⁱ RCMP National Web site: RCMP History in ALBERTA

ⁱⁱⁱ RCMP National Web site; Mission vision & Values

Cypress County Community Policing

Workshop

R.C.M.P. Enhanced Police Officer and Community Peace Officer

January 17, 2017



Agenda

- R.C.M.P. Primary Contracts
 - Provincial Policing Contract
 - Municipal Policing Contract (population 5000 to 15000)
 - Municipal Policing Services (population over 15,000)
 - Triparti Policing Agreement
- Alberta Peace Officer
 - Level 1
 - Level 2
- Alberta Community Peace Officer
 - Level 1
 - Level 2
- Questions



Provincial Policing Contract

- The RCMP provides policing services to all counties (any size) and towns (under 5000 in population).
- No additional cost to the citizens.
- The Government of Alberta pays 70% of the contract with 30% is funded by the Federal Government (does not include overtime or administrative support).



Municipal Policing Contract (population 5000 to 15000)

- This service is provided to all town and cities who wish to use the RCMP as their municipal police service.
- Municipalities pay 70% of the contract with 30% funded by the Federal Government (does not include overtime).
- Administrative or clerical support is supplied by the municipality.
- The towns or cities, if they choose to do so, may provide their own municipal police service or contract with another municipal policing service.



Municipal Policing Services (population over 15,000)

- Provided by the RCMP to the cities over 15K within the Province of Alberta (City of Lloydminster is an anomaly to the rule).
- The contracting cities pay 90% of the total cost of policing while 10% is funded by the Federal Government.
- Overtime, administrative support, police building is just some of the extra cost the city is responsible for.
- Detachment Commander Vacancies that need to be filled is usually completed with a formal three person selection committee. A city or town representative sits on the board with direct input with a vote. The city or town may opt out of this process and leave it up to the administration of the RCMP to staff the position.



Triparti Policing Agreement

- A Community Tripartite Agreement (CTA) between the First Nations community, the provincial government and the federal government, outlining the specific details of the community policing service.
- Federal government is responsible for 52% of the cost while the Province 48%.
- The officers dedicate 100% of their time in the First Nations community.



Enhanced Officer

- The cost of an RCMP officer is \$156,600.00 (fully trained officer with equipment and administrative support). Cost is 100%, borne by local government and does not include overtime.
- The enhanced policing positions were created for the counties (any population) or towns under 5000 to purchase additional police officers.
- Depending on the agreed upon M.O.U., the officers are assigned a variety of duties that fall under core police. This could include traffic enforcement, plainclothes duties, school resource officers, crime reduction units, or to augment the detachment strength in the rural/county.



Enhanced Officer – Option A

- **Option “A”:** A fulltime RCMP officer dedicated to the county or municipality to do specific duties as outlined in the MOU. The MOU should be specific enough so both parties and the officer fully understands the expectations.
- Fiscal year 2016 there are 55 enhanced policing Option “A”, officers spread out throughout the province (the Edmonton International Airport, Grande Prairie and Fort McMurray have a relatively large proportion of these positions, Pincher Creek, Leduc and Cypress County have one officer).



Enhanced Officer – Option B

- **Option “B”** This is a contract between the RCMP and local government to supply a specific amount of hours to an area. This could be community funding for a block of hours used over a specific time (a small town in Alberta contracts 900 hours a year of police service to patrol the community on weekends. They are now considering going to an Option “A” contract).
- Presently there are 25 option “B” contracts throughout the province. There was a moratorium for additional enhanced policing positions. As of now, “K” Division is entertaining new M.O.U. contracts, but it will still take approximately one year to fill a new position.



Peace Officer

- The Public Security Peace Officer Program in Alberta is unique in Canada. It gives different levels of government the opportunity to obtain Peace Officer status for community safety enhancement or specialized law enforcement needs.



Authorization to employ Peace Officers

- Under Section 5 of the Peace Officer Act (POA) and Section 2 of the Peace Officer (Ministerial) Regulation (POMR), an agency may only employ the services of a Peace Officer if they are designated as an authorized employer by the Director.
- All authorized employer and Peace Officer designations are validated and issued under the Director's signature.



Authorization to employ Peace Officers

- Applying agencies must:
 - Have a legitimate need for Peace Officer services.
 - Be a government or quasi-government agency. The level of government can be federal, provincial, or municipal.
 - Private agencies or individuals are not eligible for participation under this legislation.



Alberta Peace Officer – Level 1

- Employed through Alberta Solicitor General and Public Security. May have authority to carry a sidearm under authority of the Act.
- Peace Officers are provided with approved training and possess the authority to enforce provisions of federal and provincial statutes specific to their mandate.
- This includes enforcing traffic violations on Alberta highways, providing prisoner transport and court security. Also included in this level would be protection services for the Premier, Lieutenant Governor, VIPs and other individuals as deemed necessary.



Alberta Peace Officer – Level 2

- Employed by the Government of Alberta or the Government of Canada.
- These Peace Officers possess knowledge that is very specific to a particular subject and conduct a range of duties that include fraud investigations, fish and wildlife officers, and inspector and compliance officers conducting enforcement under provincial statutes.
- Alberta Government Peace Officers/Federal Peace Officers in this category that carry firearms or other weapons have authority to do so via an enactment other than the Peace Officer Act.



Community Peace Officer - Level 1

- Enforces moving violations under the Traffic Safety Act and/or elements of the Gaming and Liquor Act.
- May hold enhanced authorities in order to provide a better service to the community and/or a supplemental service to the police service of jurisdiction (only granted after specified and approved training programs have been successfully completed).
- Non-urgent community calls: Criminal Code authority may be granted for the offences of 'Theft not exceeding \$5000' and 'Mischief not exceeding \$5000'.
- Criminal Code warrants: Ability to arrest and release, unless Judicial Interim Release hearing required.
- Motor vehicle collisions: Ability to investigate and submit reports involving noninjury events.



Community Peace Officer – Level 2

- Fulfill a range of roles that are administrative in nature or have a narrow focus. Authority at this level does not include moving violations under the Traffic Safety Act (except for Automated Traffic Enforcement operators) or any elements of the Gaming and Liquor Act.
- Examples are exhibit custodians for police services, RCMP detachment clerks, parking enforcement officers, automated traffic enforcement operators, and animal control specialists.
- No Uniform Requirement. Level 2 Community Peace Officers are not held to a uniform requirement, however, the Level 1 uniform and vehicle requirements may be utilized if the authorized employer so desires.



Enhanced Officer MOU

- Section 3.2, 3.3 and 3.4 of the Memorandum of Understanding dated April 1, 2014 between the RCMP and Cypress County
- [Documents from Cypress\MOU 2014.pdf](#)

3.2 The primary function of the RCMP Member under this MOU will be to provide selective enforcement duties and responsibilities, including, but not limited to:

- Traffic Enforcement and protection of road infrastructure, under the Traffic Safety Act of Alberta, with priority given to enforcement of weights and dimensions.
- Enforcement of the Gaming and Liquor Act of Alberta.
- Enforcement of the Environmental Protection and Enhancement Act of Alberta.
- Bring awareness to the community with respect to:
 - Domestic Violence
 - Vandalism
 - Bullying
 - Crime Reduction / Prevention Strategies
 - Impaired Driving / Drug Use
- Act as the primary liaison for the Rural Crime Watch Program.
- Emergency Planning / Disaster Services relating to special events and policing those special events in the area.
- In support of the Integrated Traffic Services Commander, act as a liaison to the Police Advisory Committee or Community Advisory Group or Community Consultative Group, as may apply.
- Attend meetings with local council as required to report on programs and issues and the steps being taken on those programs and issues.



3.3 Additionally, the RCMP Member may participate and offer other public safety programs which may include:

- Integrated Traffic policing services in accordance with the Provincial Police Service Agreement.

3.4 The role of the RCMP Member assigned to the County will be to provide an enhanced level of policing. The RCMP Member will not provide assistance or service in regulatory control or licenses of by-laws (for example: by laws relating to animals and building inspections).

Cypress County Peace Officer Job Description

- “Duties and Functions”, “Enforcement Duties” and “Other Duties” of the Cypress County Peace Officer job description
- [Documents from Cypress\Peace Officer Job Description.pdf](#)

DUTIES AND FUNCTIONS

As the Peace Officer appointed under the Municipal Government Act, administration and enforce municipal bylaws including, but not limited to:

- Traffic Bylaws
- Waste Bylaws
- Animal Control Bylaws
- Water and Gas Bylaws
- Unlawful Property Bylaws
- Traffic Safety Act
- Provincial Offences Procedure Act
- The Dangerous Dogs Act
- The Environmental Protection and Enhancement Act (Part 6, Division 2)
- The Gaming and Liquor Act
- The Petty Trespass Act
- The Regulation of Towing Vehicles (Car Act)
- The Dog Animals Act
- The Tobacco Restriction Act

(Note: Although the position has the authority to enforce the provisions of the Local Use Bylaws, primary enforcement of the LUB will be handled by the Development Officer.)

Enforcement Duties Include:

- Receive complaints and inquiries, investigate complaints, advise responsible parties of violations, and take remedial action and/or follow enforcement procedures.
- Advise responsible parties of violations, and the charges if filed.
- Prepare all necessary documents for prosecution of offenders including summonses, subpoenas, witness statements, and court briefs, etc.
- Animal Control
- Administer applicable Animal Control Bylaws by preparing enforcement documentation and investigation of complaints.
- Research all missing and found dog reports.
- Work with kennels, SPCA and other animal control related agencies.
- Conduct public awareness programs.

- Ensure all animal control needs are met, and recommends appropriate policies and procedures to meet municipal needs.

Other Duties

- Plays an educative role and maintains positive public relations to achieve maximum awareness and application and voluntary compliance of bylaws.
- Reviews existing regulatory bylaws and policies and recommends changes as required.
- Assists RCMP as appropriate.
- Prepares reports approximately every 3 months.
- Prepares annual operating budget.
- Assists in public safety programs.
- Keeps records as may be required by CAO or Council.
- Train and participate, as required, in the Municipal and Regional Emergency Response Plans.
- Performs other related duties as required by supervisors.



Questions

Cypress County Community Policing Review

Final Report

January 17, 2017 @ 13:00



Cypress County Community Policing

Final Report
Council Presentation
January 17, 2017



Agenda

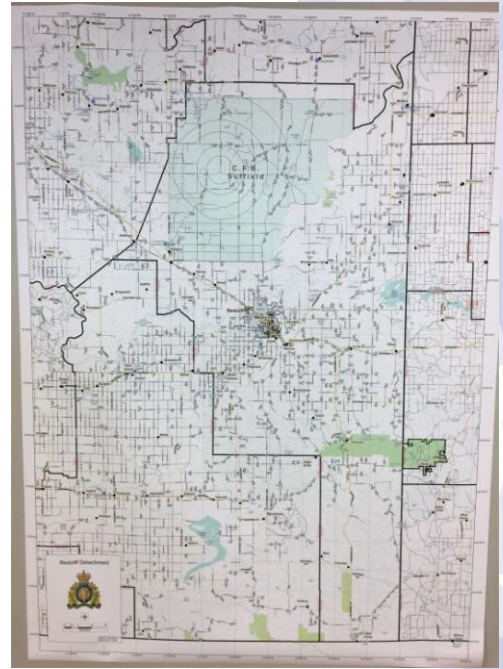
- Report Format
 - Project Plan
 - RCMP and Peace Officer Information
 - RCMP Redcliff Detachment
 - Interviews
 - Gap Analysis
 - Benchmarking
 - Cost Comparison
 - Community Policing Options
 - Recommendation



RCMP Redcliff Detachment

14 members in Detachment – split evenly between Town of Redcliff and rural

- 5 traffic members and 5 Sheriffs
- 4 support staff – 1 traffic
- 1 enhanced Police Officer position



Cypress County Interview Notes

- Majority of Councilors believe that the role of the enhanced position is to be visible within the County, patrolling the County roads, visible in the communities, attending special events and working with the County Peace Officer.
- Writing traffic tickets not a high priority in most Councilors' view.
- Weights and measures is not a priority.
- Majority of persons interviewed would like to see more visibility, varied shifts not just 8 to 4 and making a presence in the schools.
- Most Councilors felt that the role of the County Peace Officer is to enforce County bylaws i.e.: dogs, unsightly property, etc.
- Policing should be complaint driven as to what is enforced, not proactive. Presence in the Hamlets and on county roads.



Cypress County Interview Notes

- Would like to see the Peace Officer out of the office and on the road, more flexible shifts, spend some time in the schools, overall more visibility.
- There was a wide range of perception in the working relationship between the Enhanced Position and the Peace Officer. Some felt the working relationship was excellent where some felt communication and coordination of shifts needs to improve.
- Services that would be expected from the Enhanced Officer position include varied shifts, focus on patrols versus enforcement, education and prevention.
- Majority of interviewees felt that visibility is most important in providing policing services to the County, less focus on enforcement or the cost of the service.
- Interviewees were split between the type of service or combination of service that would be most beneficial to the citizens of Cypress County; combination of Enhanced Officers and Peace Officers; only Peace Officers and one only Enhanced Officers.



RCMP Interview Notes

- Visibility and patrolling rural area – averages 55,000 Kilometres a year
- Hamlets are visited weekly – patrols a certain area each day
- 33% of EHP's time travelling back roads to destinations
- Works dayshifts – has incorporated some weekends, including long weekends and evenings into schedule at the request of Cypress County
- School work left to SRO assigned by Detachment Commander



RCMP Interview Notes

- Two main goals - visibility, and overweight vehicles, council requested not to do overweight vehicles
- EHP does not do stationary patrols except school zones while in hamlets
- Stopping vehicles and writing tickets is the best way to be visible
- EHP does patrol through Elkwater Provincial Park
- All EHP hours are spent in the county
- Expectations to patrol all campgrounds, visible throughout the County, assist Peace Officer when requested



Gap Analysis

- [Cypress County Community Policing Final Report.docx](#)



Benchmarking – Peace Officer

Leduc County

- Six including Director of Enforcement Services
- One support staff
- Level 1 and 2 Peace Officers:
- Primary responsibility is to protect infrastructure and traffic safety, provincial statutes, commercial vehicle, off hwy., dog control, boating safety & patrols, commercial vehicle inspections, public education safety & bylaw enforcement.
- Expectation from administration to do proactive enforcement.
- Level 1 Officer spends approx. 70 % of time on the road with 30% in the office.
- Do not contract out services to towns within the County i.e. Calmar or Thorsby
- Average 400 km's travel per shift



Benchmarking – Peace Officer

Municipal District of Pincher Creek # 9

- No Peace or Bylaw Officer
- One animal control officer attached to the County
- Other issues that come up in the County are resolved by a longer-term County employee

Ponoka County

- One-Level 1
- Uses administration staff within the County for assistance.
- Focus on road patrols. Other duties include enforcing county bylaws, provincial statutes, traffic, visibility and animal control. Attends alarms to County buildings and on call after hours.
- Approx. 250 calls annually - 125 are formally written in reports.
- Complaint focus rather than proactive.
- Makes every attempt to resolve complaints without charging individuals. Only three tickets written in 2016.
- 80% of time on the road for visibility and 20% in the office with administrative duties.



Benchmarking – Peace Officer

County of Vermillion River

- Two, both are Level 1 CPO. Established in 2013
- .3 clerical staff attached to enforcement services.
- Primary responsibility is to protect the infrastructure within the County. Other duties include enforcement of provincial statutes, traffic enforcement, weights and measures. Animal control is contracted out to a private firm.
- Proactive duties are performed mostly with overweight vehicles. Only specific roads are to be used by heavy haulers with permits.
- In 2015, 85% of the position was funded by major oil companies in the area. In 2016, 50% is funded by the private sector.
- Supervisor spends 50% of time in office with administrative duties.
- Second officer spends 95% on the road with 5% in the office.



Benchmarking – RCMP Enhanced Officer

Leduc County

- One: Considering adding a second RCMP.
- M.O.U.: The enhanced position is presently assigned to work with the plainclothes unit (General Investigation Unit & Drug Enforcement). Dedicated to activities within the County. Duties performed are intelligence lead or targeting specific crimes.
- The County has requested an additional position as a full-time School Resource Officer (SRO).

Municipal District of Pincher Creek # 9

- One
- MOU: Traffic enforcement on County roads, bylaws, weights & measures and visibility
- Does not enforce animal control bylaws
- No letter of expectations in place



Benchmarking – RCMP Enhanced Officer

Ponoka County

- Contract cancelled in 2016.
- The enhanced position was cancelled in 2016. Position was stationed out of Rimbey Detachment. Position was left vacant for a considerable period of time and often used to augment the detachment officers when short staffed.

County of Vermillion River

- Contract cancelled in 2009/2010
- Enhanced Policing contract was cancelled in 2009/10. Did not meet the requirements. Position was out of Kitscoty Detachment and used to augment the Detachment.



Costing

The RCMP Enhanced Officer position is all inclusive. This includes salary, benefits (medical, dental, pension contributions, sick leave, annual leave and special leave). Operational costs include fuel, maintenance of police vehicle, office space, stationary and administrative support. Equipment includes operational tools, weapons, police vehicle, uniforms, mobile work station, cell phone. Member is fully trained when transferred into the position, recertification's on first aid, firearms, etc. and other courses outside of County requirements are included.

* Capital replacement program is based on a 5 year interval.

2016 replacement vehicle 67,000

Body and Car camera 10,000 (7,000 U.S.)

Mobile work station 3,000

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Benefits/Pension, etc.		16,268
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Telephone and cellular		2,000
Supplies		1,200
Other		500
* Capital replacement		16,000
Fuel 55,000km		?
Vehicle maintenance		?
Common services/IT support		?
Other		?
Total	153,500	118,433

Not inclusive of revenues



Community Policing Options

[Cypress County Community Policing Final Report.docx](#)



TSI Recommendation

- After a thorough review of all documentation received, including information from the interviews and benchmarking to other communities, TSI recommends that two full time equivalents of qualified policing personnel as identified in Option 1 be utilized to provide the policing and bylaw needs of the County.
- **Option #1, 1 RCMP Enhanced Officer, 1 County Peace Officer**



TSI Recommendation

To further enhance the relationship between the RCMP and Cypress County and to increase operational effectiveness, the following recommendations should be considered:

- The MOU/Letter of Expectations should clearly stipulate what is expected of the enhanced position. This should be reviewed annually to ensure it meets the needs of the County and its mandate is being met.
- The enhanced position must fall under the control of the Detachment Commander and not the Integrated Traffic Commander.
- The enhanced position must be on its own schedule to meet the County needs and not blended into the Detachment's shift schedule.
- The MOU should clearly stipulate what is expected of the enhanced position.
- A letter of expectations should be drafted between the County CAO and the Detachment Commander as to what milestones must be met. This should be revisited annually.
- The letter of expectations should identify the annual special events and long weekends that the EHP Officer is expected to work. Evenings and weekend shifts during the Summer months shall also be identified.
- Monthly written activity reports should be submitted through the Detachment Commander to the Cypress County CAO.
- The Detachment Commander as well as the Enhanced Officer must attend quarterly Council meeting.
- All issues that are administrative or operationally sensitive in nature shall be dealt with through the CAO and Detachment Commander.



TSI Recommendation

Additionally, TSI makes the following recommendations:

- The Peace Officer job description be reviewed and updated. The current job description should be expanded upon and identify the annual special events and long weekends expected to work. Evenings and weekend shifts during the Summer months should also be identified.
- Hire a 0.3 FTE Admin assistant to perform administrative activities currently performed by the Peace Officer. There may be an opportunity within the County to cost-share the duties of the Fire Department Administrative Assistant recommended in the Cypress County Fire Master Plan. This will enable the Peace Officer to be more effective and visible in the County.
- Peace Officer can perform fire permit inspections while traveling through the County. Fire Permit Bylaw should be added to the Peace Officer job description (list of bylaws) so that fire permit inspections can be performed as required.

