



Town of Crossfield
AGENDA
Regular Council Meeting
Tuesday, July 15, 2025 07:00 PM

1. CALL TO ORDER

2. AGENDA

2.1 July 15, 2025 Agenda

3. MINUTES

3.1 July 2, 2025 meeting minutes Page 3

4. PUBLIC HEARING

4.1 Bylaw 2025-07 - Public Notificaiton Bylaw Page 7

5. DELEGATION

5.1 Library Board Member Reappointment Page 12

6. BYLAWS

6.1 Bylaw 2025-10 - Redesignation from UR to I-1 & I-2 Page 23

7. POLICIES

7.1 Reserve Policy C 304-25 Page 37

8. ACTIONS AND DECISIONS

8.1 Budget Survey Results Page 51

8.2 Town Owned Land Sale Inquiries and Requests Page 63

8.3 Regional RCMP Policing Model Study Page 66

9. COUNCILLOR'S BUSINESS

10. ADMINISTRATIVE UPDATE

10.1 Outstanding Items List Page 162

11. CORRESPONDENCE Page 163

11.1 Marigold Library System 2024 Value of Your Investment (VOYI) report for Crossfield
Municipal Library Page 167

12. CLOSED SESSION

12.1 Collicutt Siding Golf Club Lease Agreement – Disclosure harmful to business interests of
a third party – FOIP Section 16 (1) and Advice from officials 24 (1).

13. ADJORN



**Regular Council Meeting
Minutes**

Tuesday, July 2, 2025

**Council Chambers
900 Mountain Avenue,
Crossfield, Alberta, T0M 0S0**

PRESENT: Mayor Harris
Deputy Mayor Brennan
Councillor Fox
Councillor knight
Councillor Lambert
Councillor Vang

REGRETS: Councillor Gustafson

STAFF: Acting CAO, Steve Altena, Director of Infrastructure and Community Growth
Amber Ouellette, Chief Finance Officer
Jessica Ollenberger, Administrative Clerk (Recording Secretary)

1. CALL TO ORDER

Mayor Harris called the council meeting to order at 7:00 p.m

We would like to take this opportunity to acknowledge the traditional territories of the Indigenous peoples of the Treaty 7 territory and the Otipemisiwak (o-tey-pe-mi-si-wak) Metis Government, District 4. We respect the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our community.

2. AGENDA

2.1 July 2, 2025 council meeting agenda

159-2025

MOVED by Councillor Vang that the July 2, 2025, agenda be accepted as prepared.

CARRIED

3. MINUTES

3.1 June 17, 2025 regular council meeting

160-2025

MOVED by Councillor Fox that the June 17, 2025, minutes be accepted as prepared.

CARRIED

4. BYLAWS

4.1 Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan

161-2025

MOVED by Councillor Knight that Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan be given first reading.

CARRIED

162-2025

MOVED by Deputy Mayor Brennan that Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan be given second reading.

CARRIED

163-2025

MOVED by Councillor Knight that Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan be brought forward for third and final reading with unanimous consent.

CARRIED

164-2025

MOVED by Councillor Lambert that Bylaw 2025-09 - Amending Bylaw to Bylaw 2025-01 Municipal Development Plan be third and final reading.

CARRIED

5. POLICIES

5.1 Investment Policy C 303-25

165-2025

MOVED by Councillor Knight that Investment Policy C 303-25 be accepted as present.

CARRIED

6. ACTION AND DECISIONS

6.1 2026 Budget Principles

166-2025

MOVED by Councillor Lambert that the 2026 Operating and Capital Budgets, the 2027-2029 Operating Forecast, and the 2027- 2035 Capital Forecast be prepared in accordance with the following principles:

- **Sustain existing service levels**
- **Review and recommend adjustments to service fees and rates as necessary**

- Investment in infrastructure with a focus on asset management principles
- Transparency
- Identify and incorporate efficiencies
- Long-term financial sustainability

Other considerations that will inform the budget development process include:

- Assessment growth
- Impact on inflation and tariffs
- Provincial grant funding

CARRIED

6.2 Alberta Environment and Protected Areas – Letter of Authorization

167-2025

MOVED by Councillor Knight that Council direct Administration seek a Letter of Authorization from Alberta Environment and Protected Areas to support the development of a treated effluent disposal option that would allow for seasonally additional or continuous discharges to Nose Creek.

CARRIED

7. COUNCILLOR'S BUSINESS

Mayor Harris

- June 27 - Attended the Ponoka parade
- Continue CAO meetings
- Continue with Mayor Cacus meetings

Deputy Mayor Brennan

- Nothing to Report

Councillor Fox

- Nothing to Report

Councillor Knight

- June 11 water commission meeting
- Continue with CAO meeting

Councillor Lambert

- Attended the rodeo volunteer supper

Councillor Vang

- Nothing to report

168-2025

MOVED by Councillor Vang that Councillor's Business be accepted as presented.

CARRIED

8. ADMINISTRATIVE UPDATE

8.1 Monthly Administrative Update

169-2025

MOVED by Councillor Fox that the administrative monthly update be accepted as presented.

CARRIED

8.2 Outstanding Items List

170-2025

MOVED by Councillor Fox that item 050 be removed from the Outstanding Items list.

CARRIED

9. ADJORN

171-2025

MOVED by Councillor Vang that the Council meeting adjourn at 7:43 p.m.

Mayor Harris

Acting Chief Administrative Officer
Steve Altena

Report to Council



Meeting Date: July 15, 2025
Meeting Type: Regular Council Meeting
Prepared By: Lindsey Nash, Manager of Legislative and Administrative Services
Presented By: Lindsey Nash
Subject: **Public Notification Bylaw 2025-07 Public Hearing, 2nd and 3rd Readings**
Department: Legislative & Administrative Services

REPORT PURPOSE:

The purpose of this report is to inform Council of the proposed updates to the Public Notification Bylaw, which include the addition of new advertising methods.

RECOMMENDATION:

**That Council accept the proposed changes and
That Bylaw 2025-07 Public Notification be given second reading
That Bylaw 2025-07 Public Notification be given third and final reading.**

BACKGROUND:

A Public Notification Bylaw outlines how a municipality informs residents about key matters such as proposed bylaws, public hearings, and development projects. These bylaws ensure that residents are kept informed of significant changes and are given the opportunity to participate in the decision-making process.

The Town's first Public Notification Bylaw was approved in 2020, following amendments to the Municipal Government Act that allowed municipalities to choose how they advertise statutory notices, proposed bylaws, resolutions, public hearings, and other required communications.

As part of Administration's ongoing review of Town bylaws and policies, the Public Notification Bylaw was flagged for review as it is now five years old. During this review, Administration identified that the bylaw did not reflect all of the advertising methods currently used to notify residents.

An updated Public Notification Bylaw has been drafted, with the following key updates:

- Minor housekeeping edits to improve clarity;
- Inclusion of additional advertising methods such as electronic opt-in communications (e.g., the Town's monthly newsletter and e-Gov), roadside signage, and other methods as directed by the Town.

The bylaw continues to designate the Town’s website as the primary method of notification and retains the option to advertise in local newspapers. These updates provide Administration with greater flexibility and ensure a wider range of communication tools are available to reach residents effectively.

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Social Impact

The Public Notification Bylaw ensures transparency and ensures that residents are informed about decisions that may impact their lives, and it allows residents to voice their opinions and to participate in the decision making process.

Relevant Statutes / Master Plans / Town Documents

Crossfield Strategic Plan 2022-2025 – Communications and Public Relations

COMMUNICATIONS AND ENGAGEMENT:

The Notice of the public hearing was posted on the Town’s website and social media sites.

If Council proceeds to give second and third reading with the bylaw being approved, Administration will then proceed with using the notification methods as noted in the bylaw.

FINANCIAL IMPLICATIONS:

There are no financial implications to the approval of this bylaw. Electronic notification methods contribute to cost savings and efficient resource allocation.

ALTERNATIVES/IMPLICATIONS:

If Council does not give third and final reading to bylaw 2025-07, Administration would revert to the existing Public Notification Bylaw that limits the public notification methods.

ATTACHMENTS:

Public Notification Bylaw 2025-07

**TOWN OF CROSSFIELD
PUBLIC NOTIFICATION BYLAW
BYLAW NO. 2025-07**

Being a bylaw of the Town of Crossfield, in the province of Alberta, to establish an alternate method or alternate methods for advertising statutory notices.

WHEREAS, pursuant to section 606 of the *Municipal Government Act*, a council must give notice of certain bylaws, resolutions, meetings, public hearings or other thing, **to be advertised by a municipality**; by advertising in a newspaper or other publication circulating in the area, mailing or delivering a notice to every residence residents in the affected area. or by another method provided for in a bylaw under section 606.1;

AND WHEREAS, pursuant to section 606.1(1) of the *Municipal Government Act*, a council may, by bylaw, **use provide for** one or more methods **to provide public notification**, which may include electronic means, for **the purpose of** advertising the proposed bylaw, resolution, meetings, public hearings and other things referred to in section 606(1);

AND WHEREAS Council is satisfied that the advertising methods set out in this Bylaw is likely to bring matters advertised by that method to the attention of substantially all residents in the relevant area to which the bylaw, resolution or other thing relates or in which the meeting or hearing is to be held;

NOW THEREFORE the council of the Town of Crossfield, in the Province of Alberta, duly assembled, enacts as follows:

SECTION 1: TITLE

1.1 This Bylaw may be referred to as the “Public Notification Bylaw”.

SECTION 2: DEFINITIONS

2.1 Words in this Bylaw have the same meaning as those set out in the *Municipal Government Act* except as follows:

- a. **“Advertise”, “Advertising”, or “Advertised”** means notice or announcement published in a public medium.
- b. **“Council”** is the duly elected officials (Mayor and Councillors) of the Town of Crossfield.

- c. **“Detailed notice”** means a notice containing all the information required under section 606(1) of the *Municipal Government Act*.
- d. **“Municipal Government Act”** means the *Municipal Government Act*, RSA 2000, c. M-26, as amended or replaced from time to time.
- e. **“Social Media”** means any electronic online form of communication through which groups of users share information and content.
- f. **“Town”** means the Corporation of the Town of Crossfield.

SECTION 3: ADVERTISING METHODS

- 3.1 Any notice ~~of a bylaw, resolution, meeting, public hearing or other thing~~ required to be advertised ~~of a bylaw, resolution, meeting, public hearing or other thing and may be given~~ in accordance with the timelines prescribed in section 606(1) of the *Municipal Government Act*. The Town may choose to use one or more of the following methods to advertise or to advertise detailed notices:
- a. ~~electronically by posting the notice prominently on the~~ Town of Crossfield’s official website ~~at www.crossfieldalberta.com.~~
 - b. Electronically by posting the notice prominently on any of Town of Crossfield’s official social media ~~and alerting platforms~~ sites.
 - c. ~~The Town’s electronic opt-in communications (monthly Town Newsletter, e-Gov etc.).~~
 - d. Published in newspaper(s).
 - e. ~~By posting the notice prominently on roadside signage located at various locations within the Town.~~
 - f. ~~Other methods as may be directed by the Town, including but not limited posting the notice prominently on the bulletin boards in municipal facilities, mailed or delivered to every residence in the area.~~
- 3.2 The Town will make detailed notices available at the Town Office for viewing by the public.

SECTION 4: REPEAL AND EFFECTIVE DATE

- 4.1 The bylaw shall come into effect on the third and final reading of the bylaw and is signed by the Mayor and the Chief Administrative Officer or designate, as per the *Municipal Government Act*.
- 4.2 Town of Crossfield Bylaw No. 2020-03 is rescinded in its entirety.

Given first reading this 17 day of June 2025

Mayor Kim Harris

Acting Chief Administrative Officer
Russ Nash

Public Hearing held this 15 day of July 2025

Given second reading this day of 2025

Given third and final reading this day of 2025.

Mayor Kim Harris

Chief Administrative Officer
Kinza Barney



Library Board Appointments

The Municipal Library Board, established by the Town of Crossfield under bylaw 2019-19 as per the guidelines set out in the Libraries Act. Part 1 of the Libraries Act states that board vacancies be forwarded to Council for review and ratification, and appointment.

Library Board Trustees are responsible for governance of public libraries, setting policies and developing a plan of service tailored to the needs of the community.

The following two individuals have proven themselves to be committed and valuable Library Board members. Renewing their terms would be in the best interest of the library as they both bring with them years of experience and dedication.

Jo Tennant has served the community of Crossfield and area for many years. Volunteering her time to a variety of important organizations such as Inn from the Cold and the Crossfield Ag Society, she has gained a lot of valuable board experience. As Board Chair, Jo brings this experience and passion for her community with her.

Brenda Rosvick has been volunteering since a teen. Having a flair for numbers, Brenda has served on many boards as Treasurer. Working closely with management, she is an incredibly important asset to the library and the Library Board, providing financial guidance and governance.

The Board supports the reappointment of Jo Tennant and Brenda Rosvick to continue their work with the Library Board and wishes to submit their names for consideration by council as Library Board Trustees for three-year term commitments ending in 2028.



**Crossfield
Municipal
Library**

403-946-4232
crossfieldlibrary.ca
BOX 40 | 1210 Railway Street
Crossfield, AB T0M 0S0

Town of Crossfield Council,

The Town of Crossfield Library Board requests that Brenda Rosvick be reappointed as a Library Board Trustee for a three-year term effective June 1st, 2025, with her term expiring June 1st, 2028.

Sincerely,

Jennifer Warren

Jennifer Warren

Manager

The Crossfield Municipal Library



TOWN OF CROSSFIELD Board And Committee Application

READ THE FOLLOWING:

The personal information requested on this form is being collected in order to assist Council in making appointments to its boards and committees and is governed by the *Freedom of Information & Protection of Privacy Act (FOI/PPA)*. This information is collected under Section 33 of the Freedom of information and protection of privacy Act and Section 3 of the Municipal government Act. If you are appointed to a Board or Committee, your name will be disclosed. If you have any questions with respect to the collection or release of this information, please contact the FOI/PPA Coordinator for the Town of Crossfield at 403-946-5565.

Eligibility – To be eligible for appointment as a public-at-large member of a Town Board/Committee, applicants must be of the full age of 18 years, and a Canadian citizen or legally entitled to work as defined by the Government of Canada.

Upon appointment to the board a Criminal Records Check will be required

All fields must be completed for the application to be deemed complete

APPLICANT INFORMATION:

PLEASE PRINT CLEARLY:

First Name	Last Name	*Residence <small>*Must have lived in Crossfield or recreation area for at least 6 months</small>		
Brenda	Rosvick	In Town of Crossfield	28	years
		Crossfield Area		years

Mailing Address	City	Province	Postal Code
[REDACTED]	Crossfield	AB	T0M 0S0

Email Address	Telephone Number
[REDACTED]	[REDACTED]

How did you hear about this opportunity?

- | | |
|--|--|
| <input type="checkbox"/> Crossfieldalberta.com | <input type="checkbox"/> Town Council or Staff |
| <input type="checkbox"/> Social media/online advertising | <input type="checkbox"/> Word of Mouth |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Emails |
| <input type="checkbox"/> Council Meetings | <input checked="" type="checkbox"/> Other |

SUBMIT YOUR APPLICATION:

Email to:
town@crossfieldalberta.com

Mail to:
Town of Crossfield
Box 500
Crossfield, Alberta, T0M 0S0

Hand Deliver to:
Town Office
1005 Ross Street,
Crossfield, AB T0M 0S0

PLEASE ANSWER THE FOLLOWING QUESTIONS:

1. SEEKING APPOINTMENT TO

Which Board(s) or Committee(s) are you applying for?

Town of Crossfield Library Board

2. INTEREST IN THE POSITION

Why are you interested in this position?

I love volunteering and the opportunity with the Library Board is a great fit.

3. WORK EXPERIENCE/EDUCATION

Please describe your current or past work experience and education that you feel is relevant to your application.

EDUCATION

NAIT diploma, Computer Systems Technology
Bookkeeping by correspondence
Simply Accounting online training
H&R Block, Income Tax courses

WORK WXPERIENCE (relevant to application)

own Bookkeeper, Dayhome business & Tupperware consultant
H&R Block, seasonal tax preparer, 5-6 years

4. COMMUNITY AND VOLUNTEER ACTIVITIES

Tell us about your current or past involvement on other boards, organizations, school and/or neighborhood groups, volunteer work whether with the Town of Crossfield or another community. (Include any offices held).


MAJOR EVENTS, volunteer positions
 1978 Edmonton Commonwealth Games
 1983 Edmonton Universiade Games
 1984 Calgary Olympics
 1997 Calgary WPF (World Police Fire Games)

COMMUNITY, past
 1980s, treasurer, Calgary Philatelic Society
 1995-2005 Scouting and Guiding, Group Committee member, treasurer, Beaver leader, Sparks leader
 1997-1999 treasurer, Crossfield Playschool
 2000s - treasurer (8 years?), Crossfield Daycamp
 2002-2012 treasurer, St. Martin de Porres High School Band Program
 2003? Manager (1 year), Crossfield Minor Hockey team
 2015-2017 Calgary Drop-in Center, kitchen help

COMMUNITY, present
 1998 to present, treasurer, Town of Crossfield Library Board
 1998 to present, treasurer or director, Ann Grover Library Society
 2007 to present, member, CARA (Calgary ATV Riders Association)

5. EXPERIENCE AND SKILLS

Check all boxes below that correspond to your experience and skills that you would bring to the relevant board or committee.

<p>General Experience and Skills</p> 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Resident of the Town of Crossfield or area <input checked="" type="checkbox"/> At least 18 years of age <input checked="" type="checkbox"/> Canadian citizen or Permanent Resident <input checked="" type="checkbox"/> Integrity and high ethical standards <input checked="" type="checkbox"/> Effective listener <input checked="" type="checkbox"/> Strong decision-making skills <input checked="" type="checkbox"/> Strong public service orientation <input checked="" type="checkbox"/> Experience in community representation <input checked="" type="checkbox"/> Strong communication skills <input checked="" type="checkbox"/> Strong analytical and reasoning skills <input checked="" type="checkbox"/> Integrity and high ethical standards <input checked="" type="checkbox"/> Commitment to make Crossfield the best it can be for its citizens <input checked="" type="checkbox"/> Additional experience or skills: _____
<p><input checked="" type="checkbox"/> Crossfield Municipal Library Board</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Have a membership with the Crossfield Municipal Library <input checked="" type="checkbox"/> Understand or are familiar with the Libraries Act, Municipal Government Act and other pertinent Acts and Bylaws
<p><input type="checkbox"/> Crossfield & District Recreation Board</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Experience in community recreation and cultural activities <input type="checkbox"/> Knowledge and experience in dealing with local organizations and funding opportunities <input type="checkbox"/> Understand or are familiar with the Alberta Societies Act and other pertinent Acts regarding non-profit <input type="checkbox"/> Understand or are familiar with bylaws regarding the Crossfield & District Recreation Board

<input type="checkbox"/> Municipal Planning Commission (MPC) OR <input type="checkbox"/> Subdivision and Development Appeal Board (SDAB)	<input type="checkbox"/> Experience in planning and design of public spaces and community activation <input type="checkbox"/> Experience in advancing diversity, equity, including or accessibility <input type="checkbox"/> Demonstrated work experience and expertise in Architecture and/or Engineering <input type="checkbox"/> Demonstrated work experience and expertise in Home Building <input type="checkbox"/> Demonstrated work experience and expertise in Landscaping Architecture <input type="checkbox"/> Demonstrated work experience and expertise in Real Estate Development <input type="checkbox"/> Demonstrated work experience and expertise in Real Estate or Planning Law <input type="checkbox"/> Demonstrated work experience and expertise in Urban Design, Planning or development <input type="checkbox"/> Understand or are familiar with subdivision, urban design, architectural and landscape plans <input type="checkbox"/> Understand or are familiar with Municipal Government Act and other pertinent Acts and Bylaws <input type="checkbox"/> Experience in managing competing interests and negotiating solutions <input type="checkbox"/> Experience in taking on leadership roles, inc. Chair and Vice Chair positions. <input type="checkbox"/> Regard for the interests of all parties affected by the outcome of decisions <input type="checkbox"/> Strong working knowledge or Alberta planning legislation
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6. CONFIRMATION

I, the above applicant, hereby certify that the information as presented above is truthful and accurate to the best of my knowledge. I understand that offering falsified information may remove my candidacy from the application process.

Brenda Rosvick Digitally signed by Brenda Rosvick
Date: 2025.07.07 12:39:25 -06'00'

July 7, 2025

Signature

Date



FOR OFFICE USE

Completed Application Received:	Date: <u>July 8, 2025</u>
Administration Review Completed:	Date: <u>July 8, 2025</u>
Council Approval:	Date: _____



**Crossfield
Municipal
Library**

403-946-4232
crossfieldlibrary.ca
BOX 40 | 1210 Railway Street
Crossfield, AB T0M 0S0

Town of Crossfield Council,

The Town of Crossfield Library Board requests that Jo Tennant be reappointed as a Library Board Trustee for a three-year term effective June 1st, 2025, with her term expiring June 1st, 2028.

Sincerely,

Jennifer Warren

Jennifer Warren

Manager

The Crossfield Municipal Library

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Eligibility – To be eligible for appointment as a public-at-large member of a Town Board/Committee, applicants must be of the full age of 18 years, and a Canadian citizen or legally entitled to work as defined by the Government of Canada.

Upon appointment to the board a Criminal Records Check will be required

All fields must be completed for the application to be deemed complete

APPLICANT INFORMATION:

PLEASE PRINT CLEARLY:

First Name	Last Name	*Residence <small>*Must have lived in Crossfield or recreation area for at least 6 months</small>		
Jo	Tennant	In Town of Crossfield	40+	years
		Crossfield Area		years
Mailing Address	City	Province	Postal Code	
[REDACTED]	Crossfield	Ab	T0M0S0	
Email Address	Telephone Number			
[REDACTED]	[REDACTED]			

How did you hear about this opportunity?

- | | |
|--|--|
| <input type="checkbox"/> Crossfieldalberta.com | <input type="checkbox"/> Town Council or Staff |
| <input type="checkbox"/> Social media/online advertising | <input type="checkbox"/> Word of Mouth |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Emails |
| <input type="checkbox"/> Council Meetings | <input checked="" type="checkbox"/> Other |

SUBMIT YOUR APPLICATION:

Email to: town@crossfieldalberta.com	Mail to: Town of Crossfield Box 500 Crossfield, Alberta, T0M 0S0	Hand Deliver to: Town Office 1005 Ross Street, Crossfield, AB T0M 0S0
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PLEASE ANSWER THE FOLLOWING QUESTIONS:

1. SEEKING APPOINTMENT TO

Which Board(s) or Committee(s) are you applying for?

Crossfield Municipal Library

2. INTEREST IN THE POSTION

Why are you interested in this position?

To participate and be involved in the continued growth of the services for all ages and interests provided to our community by the Crossfield Municipal Library.

3. WORK EXPERIENCE/EDUCATION

Please describe your current or past work experience and education that you feel is relevant to your application.

Executive positions with Brownies/Beavers.

Executive positions on the ADVAS Board.

Executive on the RCMP Steering committee that became the Youth Justice committee.

Elected Official for the Town of Crossfield (26 years) including Mayor, Deputy Mayor and Councillor.

Executive on the Crossfield Ag Society, Ag Society Pete Knight Rodeo Breakfast sub-committee.

Involvement in several other boards and initiatives over the years including Marigold Board, Habitat for Humanity, Crossfield & District Synergy group as well as Veterans Food Bank and Adopt a Family through work.

Chair of the Crossfield Municipal Library - bringing my years of experience to this position & the growth in building Library services and outreach.

4. COMMUNITY AND VOLUNTEER ACTIVITIES

Tell us about your current or past involvement on other boards, organizations, school and/or neighborhood groups, volunteer work whether with the Town of Crossfield or another community. (Include any offices held).

Brownie Leader & a Beaver Leader. (combined 4 years)

Volunteered for Inn From the Cold (20 years)

ADVAS Board from 1989- 1998 (9 years), came back in 2000 until 2024 (total of 31 years)

Crossfield History Book from about 2006 - 2010 (4 years)

The RCMP Steering committee that became the Youth Justice committee (5 years 1993-1998)

Elected Official for the Town of Crossfield (26 years)

Crossfield Ag Society (4 years)

Crossfield Municipal Library - (8 years), bringing years of experience in this position & the growth building of Library services and outreach.

5. EXPERIENCE AND SKILLS

Check all boxes below that correspond to your experience and skills that you would bring to the relevant board or committee.

General Experience and Skills	<input type="checkbox"/> Resident of the Town of Crossfield or area <input type="checkbox"/> At least 18 years of age <input type="checkbox"/> Canadian citizen or Permanent Resident <input type="checkbox"/> Integrity and high ethical standards <input type="checkbox"/> Effective listener <input type="checkbox"/> Strong decision-making skills <input type="checkbox"/> Strong public service orientation <input type="checkbox"/> Experience in community representation <input type="checkbox"/> Strong communication skills <input type="checkbox"/> Strong analytical and reasoning skills <input type="checkbox"/> Integrity and high ethical standards <input type="checkbox"/> Commitment to make Crossfield the best it can be for its citizens <input type="checkbox"/> Additional experience or skills: <u>All of the above</u>
<input checked="" type="checkbox"/> Crossfield Municipal Library Board	<input checked="" type="checkbox"/> Have a membership with the Crossfield Municipal Library <input checked="" type="checkbox"/> Understand or are familiar with the Libraries Act, Municipal Government Act and other pertinent Acts and Bylaws
<input type="checkbox"/> Crossfield & District Recreation Board	<input type="checkbox"/> Experience in community recreation and cultural activities <input type="checkbox"/> Knowledge and experience in dealing with local organizations and funding opportunities <input type="checkbox"/> Understand or are familiar with the Alberta Societies Act and other pertinent Acts regarding non-profit <input type="checkbox"/> Understand or are familiar with bylaws regarding the Crossfield & District Recreation Board

Municipal Planning Commission (MPC)

OR

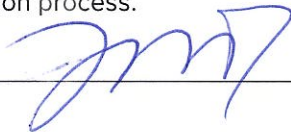
Subdivision and Development Appeal Board (SDAB)

- Experience in planning and design of public spaces and community activation
- Experience in advancing diversity, equity, including or accessibility
- Demonstrated work experience and expertise in Architecture and/or Engineering
- Demonstrated work experience and expertise in Home Building
- Demonstrated work experience and expertise in Landscaping Architecture
- Demonstrated work experience and expertise in Real Estate Development
- Demonstrated work experience and expertise in Real Estate or Planning Law
- Demonstrated work experience and expertise in Urban Design, Planning or development
- Understand or are familiar with subdivision, urban design, architectural and landscape plans
- Understand or are familiar with Municipal Government Act and other pertinent Acts and Bylaws
- Experience in managing competing interests and negotiating solutions
- Experience in taking on leadership roles, inc. Chair and Vice Chair positions.
- Regard for the interests of all parties affected by the outcome of decisions
- Strong working knowledge or Alberta planning legislation

6. CONFIRMATION

I, the above applicant, hereby certify that the information as presented above is truthful and accurate to the best of my knowledge. I understand that offering falsified information may remove my candidacy from the application process.

Signature



Date

July 2/25

FOR OFFICE USE

Completed Application Received:

Date: July 8/25

Administration Review Completed:

Date: July 8/25

Council Approval:

Date: _____

Report to Council



Meeting Date: 2025-07-15
Meeting Type: Council Meeting
Prepared By: Steve Altena, Director of Infrastructure and Community Growth
Presented By: Steve Altena
Subject: **First Reading – Industrial Redesignation Item – 701 Western Drive**
Department: Planning & Development
File No: 2025-210000-R

REPORT PURPOSE:

The purpose of this report is to present to Council Bylaw 2025-10 for first reading, which concerns the redesignation of a portion of NW ¼ Section 24, TWP 28, Range 1, W5M from UR (Urban Reserve District) to I-1 (Light Industrial and Commercial District) and I-2 (Medium Industrial District). The proposed redesignation, covering ±8.18 ha (±20.21 ac), would facilitate the phased development of an industrial park. A concept plan has been prepared for the development with a draft overview provided in Attachment B. A presentation of the concept plan will be provided to Council in conjunction with the public hearing for this file.

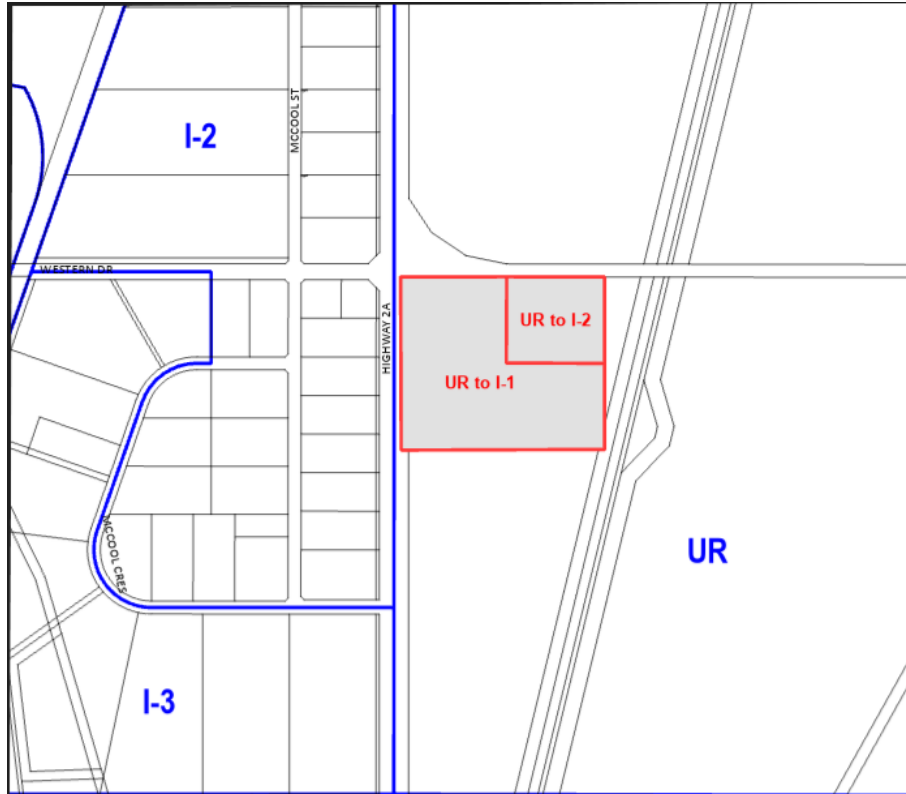
RECOMMENDATION:

That Bylaw 2025-10 be given first reading and that Council direct Administration to schedule a public hearing for the bylaw.

BACKGROUND:

Location

The subject lands are located within the southernmost quarter section of the Crossfield East Area Structure Plan (ASP).



Site Context

The Crossfield East ASP was approved for the subject lands in 2019 and supports industrial development for the subject lands.

The subject lands are currently zoned Urban Reserve District (UR) to protect land for urban uses from premature subdivision and development, which may prejudice or compromise future urban development. A limited range of rural and recreational uses may be supported on UR zones lands.

Intermunicipal and Agency Circulation

The application was initially circulated from January 09, 2025 to February 10, 2025 to Rocky View County along with several agencies including Alberta Transportation and Economic Corridors, Rocky View Schools, ATCO, Fortis and Telus, as well as internal Town departments. Following comments from agencies and from Town Administration, the Applicant submitted a more detailed concept plan in support of the application on May 07, 2025. Considering the changes to the original plan, Administration re-circulated the updated application from May 13, 2025 to June 03, 2025.

The circulation comments received by the Town for both circulations periods are presented in Attachment 'A'.

Landowner Circulation

The application was circulated to adjacent landowners during the same time periods as above, in accordance with the *Municipal Government Act*. No responses were received during this circulation period.

Development Proposal

It is being proposed to subdivide a 2.04 ha (5.04 ac) lot from the northeast corner of the 8.18 ha (20.21 ac) subject lands and change the land use from UR to Medium Industrial District (I-2) to support a wood pallet manufacturer facility. A land use change from UR to Light Industrial and Commercial District (I-1) is being proposed for the remaining 6.14 ha (15.17 ac), but will remain in its current agricultural state until a time future development is warranted. The proposed development is shown in Attachment B.

ANALYSIS:

Strategic Alignment

This report is a statutory obligation under the *Municipal Government Act*.

Relevant Statutes / Master Plans / Town Documents

The proposed development must conform with the following statutory plans and bylaws:

- Town of Crossfield Municipal Development Plan (MDP)
- Crossfield East Area Structure Plan (ASP)
- Land Use Bylaw (LUB)

COMMUNICATIONS AND ENGAGEMENT:

The application was circulated to adjacent landowners and relevant agencies in two circulation periods from January 09, 2025 to February 10, 2025 and May 13, 2025 to June 03, 2025 in accordance with the *Municipal Government Act*.

FINANCIAL IMPLICATIONS:

No financial implications have been identified at this time.

ALTERNATIVES/IMPLICATIONS:

Administration does not propose an alternative direction for Council.

ATTACHMENTS:

Attachment 'A' – Circulation comments

Attachment 'B' – Plan showing proposed development

Attachment 'C' – Bylaw 2025-10

ATTACHEMENT 'A'

CIRCULATION COMMENTS: RE: 701 WESTERN DR. APPLICATION 2025-2100000-S & R

The application was circulated to all relevant external agencies and adjacent landowners for commenting. Responses are summarized below.

Please note: *It is the responsibility of the applicant to review and meet all requirements or conditions from agencies.*

ATCO Pipelines:	<ul style="list-style-type: none"> No comments received
ATCO Gas:	<ul style="list-style-type: none"> Atco Gas has no objections.
Shaw/Roers:	<ul style="list-style-type: none"> No objections
TELUS:	<ul style="list-style-type: none"> No objections
Fortis:	<ul style="list-style-type: none"> No easement is required by Fortis Alberta. Please contact 310-WIRE for electrical services.
Alberta Transportation:	<ul style="list-style-type: none"> After review of the TIA, our comments are as follows: <ul style="list-style-type: none"> The TIA should be revised and resubmitted. I am not sure why, added Township Road 292/H2A, Township Road 292/Highway 2 and Highway 2A/Highway 72/Highway 2 interchanges in the scope, maybe the Town asked for it. Mentioned then in Sec. 1.3 (Methodology), however, the analysis was carried out only for Township Road 292/H2A, Township road 292/Highway 2 in addition to H2A/Township road 284. Did not analyze Highway 2A/Highway 72/Highway 2 interchange, which actually qualifies more than the one to the north because it is closer and assigned with 67% of the new trips in this direction. In sec. 4.9, Highway 2A is not a four lane road, it is a two lane road. Please include turn lane warrant/rural intersection type assessment. Table 6.2, 20 year gross trips: Please check and correct the number of trips generated by north industrial parcel; the numbers seem to be significantly low if the area and ITA factor shown in table 6.1 are correct. Is the developer planning to carry out the first phase (Manufacturing) after five years or sooner? The initial analysis is for five years horizon and not for 2025.
Rocky View County:	<ul style="list-style-type: none"> No further comments were received on the re-circulation. Comments from initial circulation below: The County suggests consideration for managing impacts in the conditions of approval, specifically: traffic, dust, lighting, noise, debris, etc. to ensure any off-site impacts are appropriately mitigated during and post-construction with consideration for neighbouring agricultural lands. Transportation: The County would like to understand whether the traffic generated from this proposed development will trigger any road upgrade work to the adjacent County roads. Please confirm if any County roads will be used as haul routes for the haul of materials and equipment required for the proposed

	<p>development, including any site grading and fill placement. If yes, the applicant is to contact County Transportation services with haul details to confirm if a Road Use Agreement or a Roadata Heavy Haul/Overweight/Overdimension Permit will be required for any hauling along the County road system pursuant to the County's Road Use Agreement Bylaw C-8323-2022.</p>
<p>Planning (with comments from Urban Systems):</p>	<ul style="list-style-type: none"> • The BIA was revised and resubmitted. USL has completed a review with comments provided in the review memo and marked up BIA attached and submitted to applicant June 13, 2025. The BIA requires updates. Applicant must incorporate and address all comments/concerns provided in the "marked up" version and memo comments provided. • The ESA's were revised and resubmitted for review. USL completed a review and provided the following comment for applicant and Town: Groundwater exceedances in salts (sodium and Chloride) do not meet the Alberta Tier 1 guidelines. The report mentions that it is not a risk for development, however, it may be a risk to offsite receptors depending on direction of groundwater flow. This is unknown because the plume hasn't been delineated. Please address this comment. • The applicant should show the location of the potential outdoor storage component on their site plan and/or Concept Report for Town staff and Council to make an informed decision about supporting the proposed development on the Subject Parcel. • Municipal reserves are to be provided, in accordance with Section 666 of the MGA, based on the reserve analysis. Reserves provided as cash-in-lieu will be based on an appraisal report, in accordance with Section 667(1) of the MGA. Applicant has provided a 5.0 m width MR along the western portion of the lands for a total of 1.01 acres. The remaining MR dedication is to be determined and provided as a combination of land and cash-in-lieu based on a future appraisal report. This appraisal report must be completed prior to subdivision approval as the Town must specify the amount of cash-in-lieu required at approval, in accordance with section 667(2). • Will the internal road network be constructed at phase 2? • An interim servicing solution is required for Phase 1, while the ultimate servicing must be supported by municipal infrastructure. An onsite servicing solution has been proposed for phase 1. Applicant must enter into a deferred servicing agreement with the Town per the current Town of Crossfield Municipal Development Plan. • Per ASP Policy 16.1.2, a TIA was submitted. Changes are required per Alberta Transportation and MPE comments. Applicant must incorporate and address Alberta Transportation comments and Engineer comments and re-submit changes to the Town for further review by Alberta Transportation and engineering. • Fire protection response measures and onsite firefighting requirements: The applicant has indicated that the fire protection requirements will be determined at detail design and will include onsite water storage. Please provide clarification as to the scope of the fire protection and whether it is restricted to the building alone or also to the onsite pallet storage.

	<ul style="list-style-type: none"> • As a condition of subdivision, the Owner shall pay the subdivision endorsement fee, in accordance with the Fees and Rates Bylaw 2024-08. • As a condition of subdivision, the Owner shall ensure that all taxes owing, up to and including the year in which the subdivision is to be registered, are to be paid to the Town prior to endorsement in accordance with Section 654(1) of the MGA. • Items deferred to submission at Development Permit stage will include: <ul style="list-style-type: none"> a. Stormwater Management Plan and DSSP. b. Due to the location of development, and notwithstanding MDP Policy 5.3.17 or 5.3.18, the Town will require a complete landscaping plan demonstrating alignment with ASP Appendix B, Landscaping and Design Guidelines, as well as Land Use Bylaw Landscaping requirements. This DP will be subject to all Gateway Area policies and guidelines.
<p>Engineering (with comments from MPE Engineering):</p>	<p><u>General Comments</u></p> <ul style="list-style-type: none"> • The developer is responsible to follow the recommendations of all relevant reports and statutory documents. • These comments reflect the resubmission of the technical documents following the initial comment response to the Applicant in March 2025. <p><u>Geotechnical</u></p> <ul style="list-style-type: none"> • The Applicant submitted a geotechnical investigation report prepared by Lone Pine Geotechnical Ltd. Dated October 8, 2024. <ul style="list-style-type: none"> ○ The developer is responsible to follow the recommendations of the geotechnical report. <p><u>Servicing</u></p> <ul style="list-style-type: none"> • Town potable water, storm and wastewater servicing is not currently available for the subject parcel. The Municipal Development Plan Bylaw 2025-01 was adopted by Council on June 17, 2025. Policy 8.3.4 allows the Town to consider a phased servicing approach for industrial and commercial development within the Crossfield East ASP allowing for interim servicing solutions until piped infrastructure is extended to the development area. • As a condition of subdivision, the Owner shall enter into a Deferred Services Agreement with the Town for the 5-acre development to ensure the connection to municipal services in the future and the decommissioning of any on-site servicing. • The Applicant has submitted an updated Utility Servicing Report prepared by Lee Maher Engineering, dated April 29, 2025. <ul style="list-style-type: none"> ○ The servicing strategy should update its reference to the Municipal Development Plan Bylaw No. 2025-01. ○ Water servicing is to be provided by a proposed cistern, which aligns with an interim servicing strategy supported by the MDP. ○ The cistern should be sized based on anticipated usage, not based on the Town’s billing practices. ○ Sanitary servicing is to be provided by a proposed sewage holding tank, which aligns with an interim servicing strategy supported by the MDP. The storage

tank appears to be reasonably sized for the projected building occupancy.

- The utility servicing report indicates the intention to utilize onsite stormwater management methodologies in the absence of existing Town infrastructure for Phase 1A.
- A stormwater management plan was prepared for Phase 1A by LGN Consulting Engineering Ltd. dated April 2025. The stormwater management plan submitted indicates a reasonable strategy for the Phase 1A of the development.
- The Town's master planning documents and the Crossfield East ASP identify a stormwater conveyance route on the eastern edge of the subject lands. The BIA prepared by Basin Environmental dated March 2025 also shows conveyance along the eastern edge. The Owner/Applicant shall further consider this conveyance route and update the concept plan, servicing plan and stormwater management plan to:
 - Identify all existing drainage routes and identify how they will be protected or accounted for.
 - Identify all future drainage routes and identify how they will be protected or accounted for.
 - State whether a Wetland Assessment and Impact Report is required or not.
- According to the concept plan, Phase 1B will occupy the space where Phase 1A's stormwater will be managed. Please clarify within the servicing report and concept report how the stormwater manage facilities will be staged to support Phase 1 and future development of the remaining 15 acres.
- The concept plan proposes a SWMF in the NW corner of the subject lands. Does this area represent a reasonable size to manage stormwater for a 20 acre commercial/industrial park?
- As identified in the Town's master planning documents and the Crossfield East ASP, the western edge of the subject lands will be required for future water, wastewater and stormwater utility installation. The Applicant proposes that utilities will be accommodate within a 10 m utility right-of-way and the 5 m MR along the western edge of the subject lands.
 - The current configuration of the western URW and MR will create a cutoff parcel. The Applicant/Owner shall discuss further with the Town how best to dedicate these lands.

Transportation

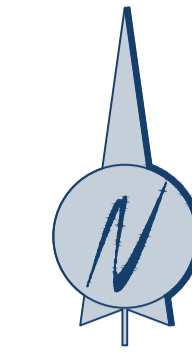
- The Applicant has submitted an updated Transportation Impact Assessment (TIA) prepared by Invistec dated May 2025.
 - As a condition of subdivision, an updated TIA shall be submitted in response to Transportation and Economic Corridors' and MPE's comments on the updated May 2025 TIA.
 - In addition, the TIA shall be updated to estimate the percentage of heavy vehicles along Twp Rd 284 entering/existing the Phase 1 manufacturing facility and identify triggers and surfacing recommendations for Twp Rd 284.

- Town Administration is open to Twp Rd 284 remaining as a gravel surface for Phase 1, however, the Applicant should assess the capacity of the road to sustain the regular heavy vehicle traffic in collaboration with the Town, and propose any improvements needed to support heavy vehicles.
- If the recommendations of the TIA identify improvements are required to support the development or if the assessment of Twp Rd 284 recommends improvements, then the Owner shall enter into a Development Agreement with the Town, addressing the design and construction of the required improvements.
- As a condition of subdivision, the Owner shall dedicate by Plan of Survey 6.0 m for road widening along the northern boundary of the subject lands, in accordance with Section 661 and 662 of the MGA. This dedication has been represented in the Concept Plan.
- The Applicant has proposed a 5 m wide MR strip along the western edge of the subject lands to provide for a public pathway as identified in the ASP. However, The current configuration of the western URW and MR will create a cutoff parcel. The Applicant/Owner shall discuss further with the Town how best to dedicate these lands.
- The Concept Plan shall be amended to show the pathway along the north edge of the subject lands on the north side of Twp Rd 284 as shown in the Crossfield East ASP.

Environment & Historic Resources

- The Applicant has submitted an updated Phase 1 Environmental Site Assessment (ESA) prepared by Basin Environmental Ltd dated May 2, 2025. This report has been reviewed and comments submitted under separate cover.
- Based on the recommendations of the Phase 1 ESA, the Applicant has submitted an updated Limited Phase 2 ESA prepared by Basin Environmental Ltd dated May 2, 2025. This report has been reviewed and comments submitted under separate cover.
 - As a condition of a future development permit, the Applicant/Owner will be required to follow the recommendations of the Phase 1 and Phase 2 ESAs.
- The Applicant has submitted an updated Biophysical Impact Assessment (BIA) prepared by Basin Environmental Ltd dated March 2025. This report has been reviewed and comments submitted under separate cover.
 - As a condition of a future development permit, the Applicant/Owner will be required to follow the recommendations of the BIA.
- Considering the BIA's recommendation that "no lands within the Project area are recommended for retention as an Environmental Reserve", the Applicant shall provide a rationale for dedicating the area around the wetland as environmental reserve.
- The Applicant has submitted a Historic Resources Overview (HRO) prepared by Western Heritage dated July 2024. The report indicates no concerns and recommends a Historic Resources (HR) application prior to development.

	<ul style="list-style-type: none"> ○ As a condition of a future development permit, the Applicant/Owner will be required to follow the recommendations of the HRO. <p><u>Payments and Levies</u></p> <ul style="list-style-type: none"> ● The Owner shall pay the Off-Site Levy in accordance with the Off-Site Levy Bylaw 2023-03 for the 5-acre parcel. The total owing shall be for the entire 5-acre parcel with the area confirmed as per the Plan of Survey. ● Off-Site Levies for the remaining 15 acres will be taken at future subdivision or development permit stage.
Alberta Health Services	<ul style="list-style-type: none"> ● Any new water wells intended for human consumption must be drilled in compliance with Section 15.1 of the Nuisance and General Sanitation Regulation of the Public Health Act, regarding setback distances from sources of contamination from Sewage or landfills. Any sewage disposal or treatment installed must be done in compliance with Section 15.2 of the Nuisance and General Sanitation Regulation, regarding setback distances from existing drinking water wells. ● AHS Supports connection to Alberta Environment-approved municipal or regional drinking water and wastewater systems wherever possible. ● Ensure the properties and development are designed and maintained in accordance with the Alberta Public Health Act, Nuisance and General Sanitation Regulation (AR 243/2003) which stipulated: “No person shall create, commit or maintain a nuisance. A person who creates, commits or maintains any conditions that is or might become injurious or dangerous to the public health or that might hinder in any manner the prevention or suppression of disease is deemed to have created, committed or maintained a nuisance. “ ● If there is any evidence of contamination, a public health nuisance, or other issues of public health concern identified onsite, AHS wishes to be notified.
Town of Crossfield Fire Department:	Due to the size of the building and potential combustible storage load, there is a need for an established water system to be put into place for fire protection which will maintain the adequate fire flows.
Adjacent Landowners:	No comments of concern from adjacent landowners



- LEGEND**
- SITE BOUNDARY (20.18 Acres)
 - DEVELOPMENT BOUNDARY (PHASE 1A - 2.5 Acres)
 - PHASE BOUNDARY (PHASE 1B - 2.5 Acres, PHASE 2 - 9.9 Acres, PHASE 3 - 4.8 Acres)
 - EXISTING PROPERTY LINE
 - PROPOSED PROPERTY LINE
 - PROPOSED GREENWAY / PATHWAY
 - LIGHT INDUSTRIAL AND COMMERCIAL
 - MEDIUM INDUSTRIAL
 - OPEN SPACE
 - UTILITY RW
 - ENVIRONMENTAL RESERVE (E.R.)
 - ENVIRONMENTAL RESERVE (E.R.) BUFFER
 - MAIN ROADWAYS
 - FUTURE ARTERIAL ROADWAY EXPANSION
 - ✳ POTENTIAL STORMWATER MANAGEMENT FACILITY LOCATION

THIS IS A CONCEPT PLAN ONLY. SUBJECT TO CHANGE.

DATE: MAY 7, 2025

PROJECT MANAGER: JACKSON KOSTIUK

CLIENT: Advance Crossfield Developments

PROJECT: Pallet Manufacturing - Advanced Lumber Remanufacturing
Part of Lot 1, Plan 911 1798

DRAWING TITLE: CONCEPT PLAN

PROJECT NO: 3024002

SCALE: 1:750

0 7.5 15 22.5 30 37.5

DRAWING NO. 3024002-003



Invistec Consulting Ltd.
Suite 300, 404 6 Avenue SW
Calgary, Alberta, T2P 0R9
www.invistec.ca
587.588.8256

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**TOWN OF CROSSFIELD
BEING AN AMENDING BYLAW TO THE
TOWN OF CROSSFIELD LAND USE BYLAW NO. 2018-14
BYLAW NO. 2025-10**

Being a bylaw of the Town of Crossfield to amend Bylaw No. 2018-14, being the Town of Crossfield Land Use Bylaw.

WHEREAS the Municipal Government Act, RSA, 2000, c. M-26, authorizes a municipality to adopt and amend a land use bylaw to establish districts, land uses and standards for each district, and a system for issuing development permits;

AND WHEREAS pursuant to the *Municipal Government Act*, the Council of the Town of Crossfield deems it appropriate to amend Land Use Bylaw No. 2018-14 and redesignate from UR (Urban Reserve) to I-1 (Light Industrial and Commercial District) and I-2 (Medium Industrial District) in the manner as indicated on the map attached and marked as Schedule "A", and

NOW THEREFORE The Municipal Council of the Town of Crossfield, in the Province of Alberta, duly assembled in accordance with the Municipal Government Act, R.S.A. 2000, c M-26, and amendments thereto, enacts the amendments to the Town of Crossfield Land Use Bylaw 2018-14 as follows:

1. That Part 6 – Land Use District Map of Land Use Bylaw 2018-14 be amended by redistricting ±8.18 ha (±20.21 ac) of land legally described as the NW ¼ Section 24, TWP 28, Range 1, W5M from UR (Urban Reserve District) to I-1 (Light Industrial and Commercial District) and I-2 (Medium Industrial District) as shown in Schedule "A".
2. That this Bylaw shall come into effect upon the third and final reading.

Read a first time this ____ day of _____, 2025

Mayor Kim Harris

Chief Administrative Officer
Kinza Barney

Public hearing held this _____ day of _____, 2025

Read a second time this _____ day of _____, 2025

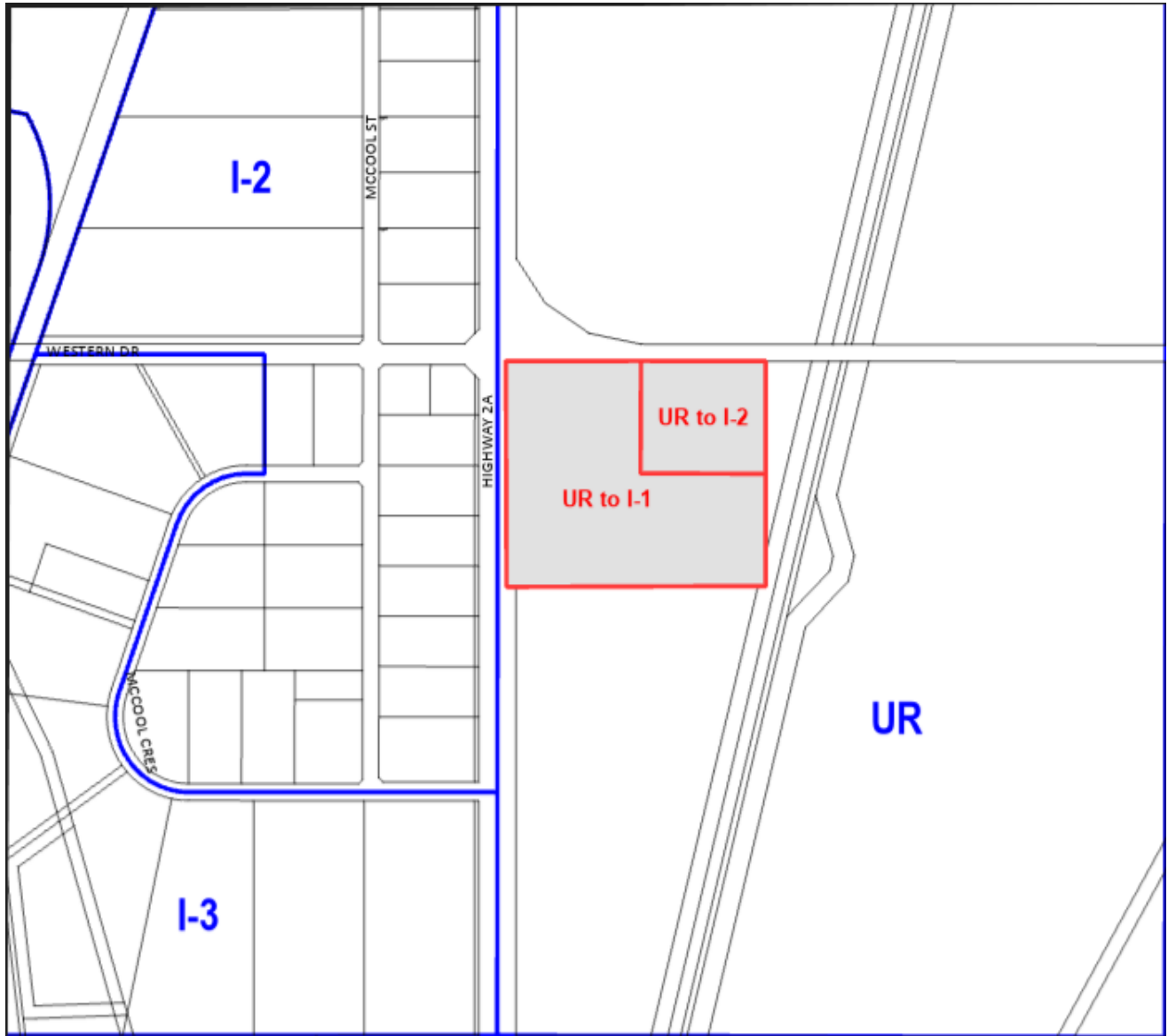
Read a third and final time this _____ day of _____, 2025

Mayor Kim Harris

Chief Administrative Officer
Kinza Barney

**BYLAW 2025-10
SCHEDULE 'A'**

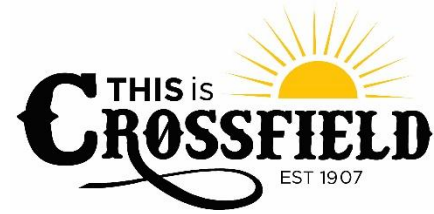
701 Western Drive



From Land Use District	To Land Use District	Area (± hectares)
Urban Reserve (UR)	Light Industrial and Commercial District (I-1)	6.05
Urban Reserve (UR)	Medium Industrial District	2.13

	(1-2)	
TOTAL		8.18

Report to Council



Meeting Date: July 15, 2025
Meeting Type: Regular Council Meeting
Prepared By: Amber Ouellette, CFO
Presented By: Amber Ouellette, CFO
Subject: Reserve Policy C 304-25
Department: Finance

REPORT PURPOSE:

The purpose of this report is to request Council approval for the adoption of Reserve Policy C 304-25, which establishes standards for the creation, management and application of municipal reserves to support long-term financial sustainability. Policy C 304-25 will allow for the dedication of reserves within the Town's accumulated surplus to provide transparency for funding capital expenditures and other Town priorities.

RECOMMENDATION:

THAT Reserve Policy C 304-25 be approved as presented.

THAT the reallocation of \$4,153,183.20 from existing reserves, as presented in the Schedule of Restructured Financial Reserves, be approved.

THAT \$8,164.46 from deferred revenue, received from the Worker's Compensation Board safety rebates and personal injury reduction program be transferred to the Health and Safety Reserve.

PREVIOUS COUNCIL DIRECTIONS:

Financial reserves have been broadly incorporated within Annual Budget Policy 2023-06. As part of Administration's ongoing review of Town bylaws and policies, Policy 2023-06 will be prioritized for review to ensure it aligns with the Town's financial framework.

BACKGROUND:

The adoption of financial policies and strategies that support future financial sustainability is one of the initiatives identified in Council's Strategic Plan for the 2021-2025 term.

Having solid financial policies and strategies in place is essential to guiding responsible and informed financial decision-making within the Town of Crossfield. These frameworks provide a consistent and transparent approach to managing public funds, ensuring that financial resources are aligned with community priorities and service expectations. By establishing clear principles around budgeting, reserves, debt, and long-term planning, the Town can maintain the financial capacity to meet current community needs at reasonable levels of taxation—while also safeguarding future sustainability. This proactive approach helps balance today’s demands with tomorrow’s responsibilities, promoting stability, accountability, and public trust across generations.

This report presents the Reserve Policy, which is the fifth policy to be brought forward to Council in support of strengthening the Town’s financial sustainability. Other policies brought before Council in 2025 include the Procurement Policy C 301-25, Donation Policy C 302-25 Investment Policy C 303-25 and the Corporate Sponsorship and Community Partnership C 102-25 Policy.

Reserve Policy C 304-25 has been developed to align with current best practices in municipal finance and asset management principles. The policy provides a consistent and transparent framework for how reserves are established, funded, accessed and reported.

Key features of the updated policy include:

- Defined Reserve Types (Operating, Capital, Restricted)
- Clearly articulated reserve purpose, funding sources, application and optimal balances
- Integration with annual budgeting and financial reporting processes
- Transparent governance through defined responsibilities

The reserves have been categorized as noted below:

Municipal Stabilization and Contingency - To provide funding for non-recurring, one-time expenditures, and is intended to soften the annual impacts of items such as elections or major weather events.

Operating and Capital Carry-Forward - To preserve unspent budget for specific projects or expenditures from one fiscal year to the next fiscal year.

Health and Safety - To provide funds for enhancing the Town’s health and safety program and to pay for health and/or safety initiatives. When necessary, this reserve can be used for capital expenditures.

Capital Project – Intended to allocate funding for specific purposes as defined in the policy. New reserves may be added to reflect upcoming needs.

Infrastructure Lifecycle, Maintenance and Replacement – Intended to allocate funding for the Town’s existing infrastructure and assets to ensure ongoing needs are met without impacting taxes in a given year.

Cemetery Perpetual Care – To provide funding for future one-time operating or capital projects in the Crossfield cemetery.

Externally Restricted – Funds which have restricted uses imposed by a third-party (such as the Recreation Board and developers).

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Economic Impact

The proposed Reserve Policy will support prudent financial management practices to maintain long-term economic resilience and fiscal stewardship of municipal funds. Effective reserve management contributes to fiscal stability, supports cash flow management, debt minimization and flexibility for emergent economic needs.

Relevant Statutes / Master Plans / Town Documents

Annual Budget Policy 2023-06

Risks

Without a dedicated, enforced reserve policy, the Town risks:

- Inconsistent and ad hoc reserve management
- Reduced ability to respond to emergent or unplanned events
- Increased financial exposure and risk to service continuity
- Lack of public confidence in financial governance

Adopting the Reserve Policy mitigates these risks by formalizing financial safeguards and accountability mechanisms.

COMMUNICATIONS AND ENGAGEMENT:

Administration has engaged with Council on the topic of reserves since 2022, especially throughout the annual budget process. Administration will continue to review its policies for alignment with operating procedures and practices.

FINANCIAL IMPLICATIONS:

The total restricted surplus dedicated to municipal financial reserves as of December 31, 2024 was \$4,153,183. This amount will increase by \$8,164.46 with the establishment of the Health and Safety Reserve funded by WCB rebates.

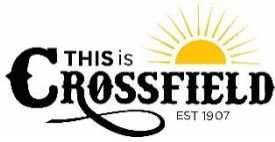
The \$2,617,676 in restricted surplus dedicated to Offsite Levies will require a more comprehensive analysis prior to proposing any funding reallocations.

ALTERNATIVES/IMPLICATIONS:

Council could choose not to approve the Reserve Policy, or it could recommend amendments to the policy.

ATTACHMENTS:

- Reserve Policy C 304-25
- Schedule of Restructured Financial Reserves



RESERVE POLICY

Council Policy
C 304-25

Administered By:	Finance Operations	Policy No:	C 304-25
Approval Date:	July 15, 2025	Effective Date:	July 15, 2025
Approved By:	Council	Resolution No.:	
Review Date:	June 2029		
References:			

Policy

The Town of Crossfield (“Town”) is committed to fiscal sustainability and seeks to be transparent in the allocation of resources for future operating and capital spending through the creation of Reserves. Reserves contribute to fiscal stability, cash flow management, debt minimization, and flexibility for emergent economic needs while creating dedicated funding sources for long-term infrastructure planning and asset management.

Purpose

The purpose of this policy is to maintain consistent standards and guidelines for the establishment and management of reserves and execution of reserve transactions, and to determine responsibilities and authorities related to Reserves management.

Reserve transactions will support and adhere to the Municipal Government Act (“MGA”) or other legal requirements and the principles outlined within this Policy.

DEFINITIONS

Capital Reserve: An internally restricted balance designated to fund expenditures that are capital in nature.

Operating Budget Surplus: The excess of revenues over expenditures as compared to the annual operating budget approved by Council, net of budget carryover items.

Operating Expenses: Total budgeted operating expenses, excluding amortization and accretion expense.

Operating Reserve: An internally restricted balance designated to stabilize the Town's operating financial requirements.

Restricted Reserve: Funds that are targeted for a specific purpose, project or department, or has limitations as to where the funds may be used.

Tangible Capital Assets: Non-financial assets, including real property, having a physical substance that: a) are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development construction, maintenance or repair of other Tangible Capital Assets; b) have a useful and economic life extending beyond an accounting period; c) are used on a continuing basis; and d) are not for sale in the ordinary course of operations.

Town: Refers to the Town of Crossfield, a municipal corporation of the Province of Alberta.

Unrestricted Reserve: Funds that are available for use for any operating requirement that is compliant with the *Municipal Government Act* (MGA).

1. RESPONSIBILITIES

- 1.1 In compliance with this policy and the MGA, the establishment, amendment and closure of all reserve accounts, as well as the transfers to and from these accounts require Council approval.
- 1.2 Administration of all Reserves will be carried out by the Chief Administrative Officer (CAO) or their delegate.

2. PRINCIPLES

- 2.1 Corporate risk will be mitigated through effective management of Town Reserves.
- 2.2 Reserve balances will be reviewed on an annual basis as part of the budget process.
- 2.3 Where relevant, internally restricted reserve will have an established optimal or target value. In the event of a balance that is below the optimal value, a strategy could be adopted to achieve the optimal level over a reasonable period. The strategy may include, but is not limited to:
 - Replenishing the reserve with any unplanned one-time revenues;
 - Utilizing previously committed one-time funds that are no longer required for their original purpose; or
 - Adjusting the annual budgeted reserve contributions.

The requirement to bring the reserve balance to the optimal level is subject to Council's discretion.

- 2.4 Once a reserve has reached its optimal level, annual budget contributions will cease until such time the reserve balance falls below the target level and requires replenishment.

- 2.5** To be sustainable, each reserve must identify a funding source, either from internal or external sources, including but not limited to:
- Approved budget contributions;
 - Allocation of year end surplus;
 - Donations;
 - Interest earned on reserve funds;
 - Government grants; and
 - One-time transfers approved by Council.
- 2.6** Interest earnings are intended to be applied to Reserves if there are external requirements based on legislation or agreements, or as approved by Council. The interest will be applied quarterly based on the net weighted average of the Reserve balance relative to all interest earned by the Town's investment portfolio.
- 2.7** Reserve reporting will form part of the quarterly corporate reporting and annual financial statements.
- 2.8** All financial Reserves shall be attached to this policy as a schedule.
- 2.9** All financial Reserves schedules attached to this policy shall contain the following sections:
- Type of Reserve
 - Name of Reserve
 - Purpose of Reserve
 - Source of Funding
 - Application
 - Indication of whether it is interest bearing or not
 - Any additional information deemed relevant by the CAO

3. OPERATING RESERVES

- 3.1** Operating Reserves provide sustainable operating funds to ensure the Town can provide adequate levels of municipal services during unplanned and unforeseen events or conditions. They help smooth the impact of financial changes on taxpayers and service users and can be set aside for specific future liabilities.

- An Operating Reserve is an internally restricted balance set aside to stabilize the Town's finances by providing an allowance for unexpected events, significant losses of income, and large unbudgeted expenses.
- Fifty percent (50%) of any annual operating surplus will be allocated to the Municipal Stabilization and Contingency Reserve.

4. CAPITAL RESERVES

4.1 Capital Reserves are internally restricted amounts established to fund expenditures of a capital nature, including the replacement and upgrading of existing assets or the construction of new assets and infrastructure. These Reserves are used to support the Town's long-term capital and asset management planning.

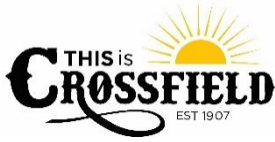
- Fifty percent (50%) of any annual operating surplus will be allocated to the Capital Projects – New Capital Reserve.

5. RESTRICTED RESERVES

5.1 Restricted Reserves are externally restricted through the MGA or are held by the Town on behalf of third parties and do not have an established optimal balance.

6. POLICY REVIEW

6.1 This policy shall be reviewed by Administration every four (4) years with any changes being recommended to Council for approval. This policy must be updated any time a new reserve is proposed to be added to the Town's Reserves.



SCHEDULE A – Town of Crossfield Financial Reserves

OPERATING RESERVES

Reserve Number	O1
Reserve Name	Municipal Stabilization and Contingency
Purpose	To provide funding for non-recurring, one-time expenditures, tax stabilization or losses in revenue that will not be built into future base-operating budgets.
Application	Funds used for stabilizing budget impacts resulting from weather events, fluctuating interest rates, declines in development revenues, increased or unplanned costs, to stabilize tax or utility increases or other extraordinary items that would result in an overall deficit.
Funding Source	<ul style="list-style-type: none"> • An annual contribution as determined by Council; • 50% of annual operating surplus; • Other sources as approved by Council; • Unused amounts in the Carry Forward Reserve after the completion of an operating project.
Optimal Balance	8% of operating budget (equivalent to one month of operating costs)
Interest Bearing	No

Reserve Number	O2
Reserve Name	Operating Carry-Forward
Purpose	To preserve unspent budget for specific projects or expenditures from one fiscal year to the next fiscal year.
Application	Identified operating budget items that remain unexpended in one fiscal year will be expended in the following fiscal year. Any unused operating project funds, following the completion of the intended use, will be transferred to the Municipal Stabilization and Contingency Reserve.
Funding Source	Year-end budget transfer to reserve.
Optimal Balance	N/A
Interest Bearing	No

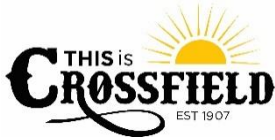
Reserve Number	O3
Reserve Name	Health & Safety
Purpose	To provide funds for enhancing the Town’s health and safety program and to pay for health and/or safety initiatives. When necessary, this reserve can be used for capital expenditures.
Application	Funds used for operating and capital purposes as long as the expenditure is for an employee health and/or safety initiative.
Funding Source	Worker’s Compensation Board (WCB) safety rebates and personal injury reduction awards.
Optimal Balance	N/A
Interest Bearing	No

CAPITAL RESERVES

Reserve Number	C1
Reserve Name	Capital Project – Town Administration Building
Purpose	To dedicate funds for the addition of a new Town Administration Building
Application	Funds used to support the costs associated with the construction and/or acquisition of a permanent administration building. This may include design and planning costs, land acquisition and site preparation, construction, furniture, fixtures and equipment, permitting, project
Funding Source	Proceeds from sale of CIBC Building as motioned by Council (199-2023) An annual contribution as determined by Council Proceeds from sale or lease of Town land (exclusive of the lease of irrigated agricultural lands)
Optimal Balance	\$5,000,000
Interest Bearing	No

Reserve Number	C2
Reserve Name	Capital Projects – Community Lighting
Purpose	To dedicate funds for the purchase of Community Lighting
Application	Funds used to support addition of community lighting initiatives or enhancements.
Funding Source	One-time Funding as motioned by Council (280-2024)
Optimal Balance	\$25,000
Interest Bearing	No

Reserve Number	C3
Reserve Name	Capital Projects – New Capital
Purpose	To dedicate funds to the purchase of new tangible capital assets.
Application	New municipal infrastructure, equipment and vehicles
Funding Source	<ul style="list-style-type: none"> • Proceeds from sale of tangible capital assets; • One-time funding; • 50% of any annual operating surplus; • Unused capital carry-forward budgets once project is closed.
Optimal Balance	N/A
Interest Bearing	No



RESERVE POLICY

Council Policy
C 304-25

Reserve Number	C4
Reserve Name	Capital Carry-Forward
Purpose	To preserve unspent budget for specific projects or expenditures from one fiscal year to the next fiscal year.
Application	Identified capital budget items that remain unexpended in one fiscal year will be expended in the following fiscal year. Any unused capital project funds will be transferred to the Capital Projects – New Capital Reserve
Funding Source	Year-end budget transfer to reserve.
Optimal Balance	N/A
Interest Bearing	No

Reserve Number	C5
Reserve Name	Cemetery Perpetual Care
Purpose	To provide funding for future one-time operating or capital projects in the Crossfield cemetery.
Application	Funds used for any one-time operating or capital expenditure related to the Crossfield Cemetery.
Funding Source	Contributions from the operating budget equal to or exceeding 75% of annual cemetery plot and columbarium niche sales.
Optimal Balance	\$75,000
Interest Bearing	No

Reserve Number	L1
Reserve Name	Infrastructure Lifecycle, Maintenance & Replacement
Purpose	To provide funds for the repair, maintenance and replacement of existing tangible capital assets. Proper maintenance and asset replacement are required to sustain the asset in a condition necessary to provide expected service levels.
Application	The execution of the Infrastructure Lifecycle, Maintenance & Replacement Reserves are reviewed annually.
Funding Source	<ul style="list-style-type: none"> • An annual contribution as determined by Council; • Other sources as approved by Council; • Surpluses from closed projects shall be returned to the original fund. • Annual TRAVIS fee revenue • 314 Pure community investment • Proceeds from lease of Town lands (inclusive of the lease of irrigated agricultural lands)
Optimal Balance	N/A
Interest Bearing	No

RESTRICTED RESERVES

Reserve Number	R1
Reserve Name	Cash In Lieu Of Municipal Reserve
Purpose	This reserve is established to collect funds from developers who are unable to provide sufficient land for municipal reserve in new developments as required in section 671 of the Municipal Government Act (MGA).
Application	As outlined in section 671 of the MGA, municipal reserve lands and funds may be used by a municipality or school authority or them jointly, for the following purposes: <ul style="list-style-type: none"> • A public park; • A public recreation area; • School authority purposes; • To separate areas of land that are used for different purposes.
Funding Source	Cash contributions from developers in lieu of providing municipal reserve land.
Optimal Balance	N/A
Interest Bearing	Yes, as outlined in section 671(4) of the MGA.

Reserve Number	R2
Reserve Name	Crossfield & District Recreation Board Capital
Purpose	This reserve is established to collect annual recreation board grant funds that were not allocated during the fiscal year.
Application	Annual funds not allocated in a fiscal year shall be held in a reserve account and may be accessed as needed by the Recreation Board for additional recreation or cultural funding. Recommendations for these funds shall be approved by Council.
Funding Source	Year-end transfers of unspent annual recreation board grants to organizations.
Optimal Balance	N/A
Interest Bearing	No

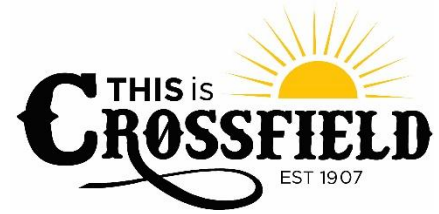


Town of Crossfield

Schedule of Restructured Financial Reserves

Proposed Reserve	Reserve Type	Balance @ January 1, 2025	Previous Reserve	Balance (of individual reserve under previous structure)
Contingency	Operating	750,690.00	General Reserve	750,690.00
Operating Carry-Forward	Operating	88,700.00	General Reserve	88,700.00
Health and Safety	Operating	8,164.46	*Deferred Revenue*	-
Town Administration Building	Capital	411,076.06	Administration Building Reserve	411,076.06
Community Lighting	Capital	25,000.00	Community Lighting Reserve	25,000.00
New Capital	Capital	1,074,479.49	General Reserve	574,479.49
			2A Traffic Light	500,000.00
Capital Carry Forward	Capital	253,049.00	Operations Reserve	19,865.00
			Water Reserve	7,609.00
			Recreation Reserve	225,575.00
Cemetery Perpetual Care	Capital	75,000.00	Cemetery Reserve	75,000.00
Infrastructure Lifecycle, Maintenance & Replacement	Capital	1,320,420.59	CPO Reserve	45,000.00
			Fire Reserve	130,319.00
			Operations Reserve	696,341.77
			Water Reserve	112,756.49
			Sewer Reserve	243,740.81
			Cemetery Reserve	2,000.00
			Recreation Reserve	63,391.41
314 Pure Community Investment	26,871.11			
(MR)	Restricted	45,000.00	Cash In Lieu of MR - Restricted	45,000.00
Capital	Restricted	109,768.06	Recreation Board Capital Reserve	109,768.06
Total		\$ 4,161,347.66		\$ 4,153,183.20
Total, less Health & Safety		4,153,183.20		

Report to Council



Meeting Date: July 15, 2025
Meeting Type: Regular Council Meeting
Prepared By: Mason Smeby, Accounting Technician
Presented By: Amber Ouellette, CFO
Subject: **2026 Budget Survey Results**
Department: Finance

REPORT PURPOSE:

The purpose of this report is to provide Council with a summary of the public input received through the 2026 Budget Survey, conducted between May 6 and June 9, 2025. The survey gathered resident and business feedback to inform Council decisions, identify community priorities, and promote budget transparency.

RECOMMENDATION:

THAT Council accepts the 2026 Budget Survey Results report as information.

BACKGROUND:

The Town of Crossfield launched its 3rd annual municipal budget survey online, communicated via the Town's website, social media, and in the Towns Newsletter.

Key objectives of the survey included:

- Encouraging resident and business participation in the budgeting process.
- Gathering input on taxation preferences, service delivery and future investment priorities.
- Understanding how residents prefer to receive Town information.

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Environmental Impact

There is minimal direct environmental impact anticipated from conducting or reporting on the 2026 Budget Survey. However, the results highlight strong public interest in:

- Environmental protection;
- Parks and green space; and
- Active transportation infrastructure.

These themes may guide future environmentally beneficial projects or initiatives.

Economic Impact

The survey results highlight key economic considerations for the Town:

- **Support for Local Growth:** Respondents noted a preference for more businesses, retail, and economic development, which could help create jobs and boost the local economy.
- **Affordability:** Many respondents expressed concerns about taxes and the overall cost of living, highlighting the importance of balancing service levels while keeping taxes manageable for the community.
- **Infrastructure Investment:** People prioritized improving and building Town infrastructure, which can stimulate the economy and attract more residents or businesses.
- **Quality of Life:** Amenities like recreation, parks, and pathways are important to residents and can help retain and attract families and individuals to Crossfield.
- **Fund Allocation:** Many prefer to use any unexpected funding for community projects instead of tax relief, showing support for long-term investments.

Social Impact

The 2026 Budget Survey supports positive social outcomes through:

- Encouraging civic participation in local governance.
- Revealing community interest in services that promote quality of life, such as recreation, safety, connectivity, and affordability.

Risks

The primary risks associated with the survey and its findings include:

- **Expectation Management:** Residents may expect all popular items (e.g., roads, recreation, lower taxes) to be addressed within the 2026 Budget, which may not be financially feasible;
- **Engagement Fatigue:** If feedback is collected but not visibly acted upon, residents may be less inclined to participate in future public consultations.
- **Misinterpretation of Data:** Without context, some responses (e.g., desire for more parks and lower taxes) could lead to conflicting expectations.

Mitigation involves clear communication, managing expectations, and linking decisions to survey input.

COMMUNICATIONS AND ENGAGEMENT:

The survey itself was a major public engagement initiative and yielded valuable feedback on communication methods:

- Social media, newsletter, and the Town website were the top information sources.
- Respondents requested more frequent updates, a mobile app, and improved website accessibility.
- The majority felt somewhat or fully informed about Town activities, projects, and decisions.

Ongoing communication efforts should include:

- Sharing survey results publicly via the Town’s website and social media channels.
- Explaining how the data could influence Council decisions.
- Continuing to expand communication tools based on preferences identified.

FINANCIAL IMPLICATIONS:

Indirect financial implications arise from incorporating feedback into the 2026 Budget:

- Community priorities like infrastructure upgrades, recreation investment, or affordability may influence expenditures and capital planning.
- Desire for fiscal responsibility and transparent governance reinforce the need for responsible budgeting, clear communication of trade-offs.

The results support data-driven budgeting, potentially improving value for money and aligning expenditures with resident priorities.

ATTACHMENTS:

2026 Budget Survey “What We Heard” report.

2026 BUDGET SURVEY

WHAT WE HEARD



What We Heard

The 2026 Budget Survey launched May 6, 2025, and remained open until June 9, 2025. The survey was shared via the Town's website, social media channels and through the e-News newsletter.

Administration and Council thank all those who took the time to complete the 2026 Budget Survey. The survey supports transparency and encourages meaningful engagement with residents and businesses in the budgeting process. The feedback received will help inform Council decisions by reflecting the community's priorities and values.

Who Engaged?

The budget engagement received a total of 104 responses, equating to approximately 2.5% of the Town's population.

The majority of respondents to the budget survey were over the age of 35 years.

- 35% of the respondents are over the age of 55
- 46% of the respondents are between the ages of 35-54
- 18% of the respondents are under the age of 35

Additional details with respondents broken into more refined age categories is noted in Figure 1 along with a cross reference to the Town of Crossfield full demographic.

RESPONDENTS AGE DISTRIBUTION

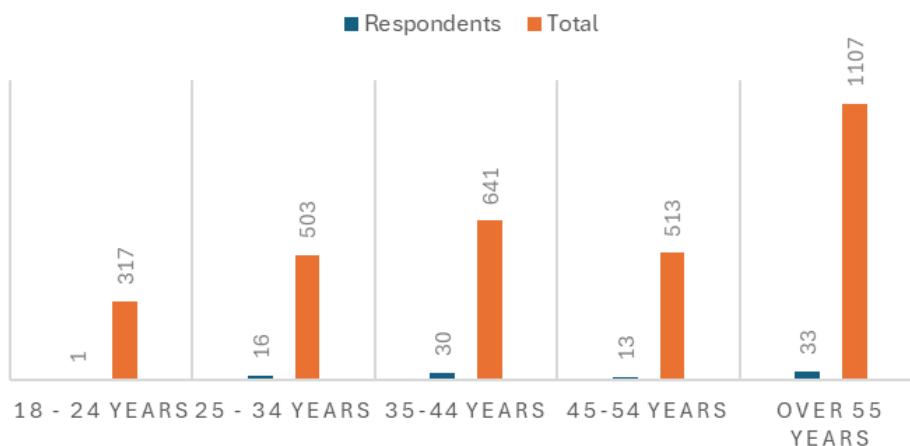
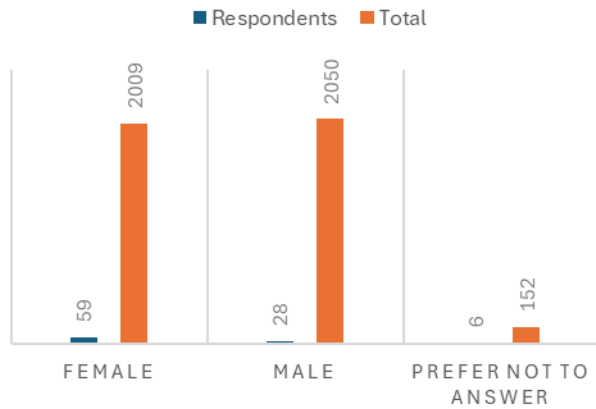


Figure 1

RESPONDENTS GENDER DISTRIBUTION



You will note in Figure 2 that 64% of respondents identified as female with 30% identified as male and a further 7% did not indicate gender. Additionally, you will note how this compares to the Town's actual demographics, as it relates to gender.

Figure 2

As noted in Figure 3, 51% of respondents have lived or own a business in Crossfield for more than 6 years, while 17% noted living or owning a business in Crossfield for less than 2 years. The data from 2025 is compared to that of 2024 to demonstrate a notable shift in respondent demographic.

DURATION OF LIVING/OWNING A BUSINESS

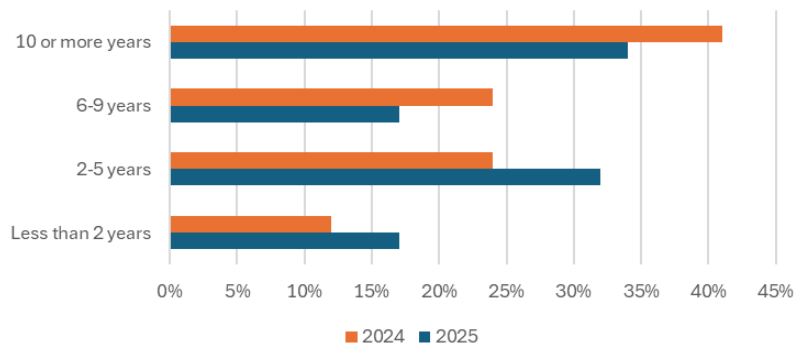


Figure 3



Communication Preferences

Understanding citizen and business owner communication preferences helps us align our communication strategies to meet the community needs. This relates to both budget and other non-emergent communication items.

Of the communication channel options provided those that rated the highest include Social Media, the monthly Newsletter that is shared digitally and provided in paper format, and the Town's website. A full scope of the feedback on preferred communications is noted in Figure 4.

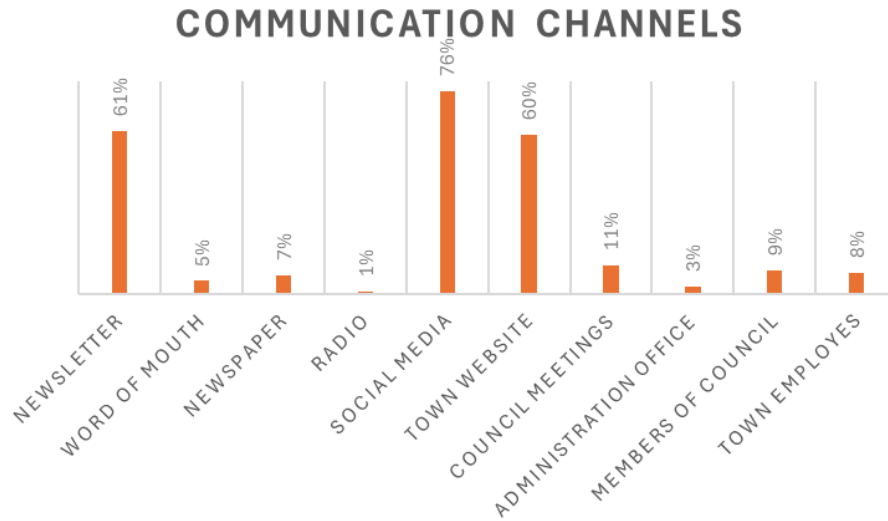


Figure 4

When asked if respondents felt informed about Town activities, projects and decisions 68% of respondents indicated they felt somewhat informed or informed while 32% of respondents felt uninformed.

HOW TO STAY BETTER INFORMED

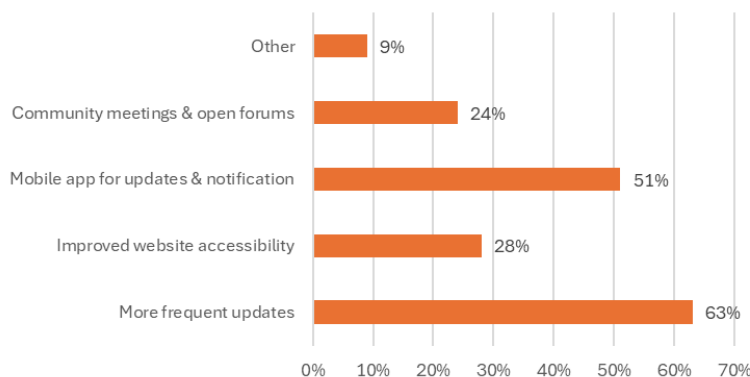


Figure 5

The final communication-related question asked participants what would help them stay better informed about Town projects and decisions. The most common response was a desire for more frequent updates through existing communication channels, followed by interest in a mobile app for Town updates and notifications. A full summary of responses is provided in Figure 5.

Public Priorities

The development of a municipal budget takes multiple factors into consideration, each of which help inform the resulting budget. Those factors include components such as;

1. **Current Financial Standing** (ie. Reserve and debt levels)
2. **Economic Forecasts** (ie. Inflation impacts, development projections, etc.)
3. **Demographic Trends** (ie. Population growth and demographics)
4. **Legal and Regulatory Requirements** (ie. ARO/ TCA)
5. **Capital Improvement Requirements**
6. **Public Priorities**

While each of those form part of the final budget, for the purposes of this report we have focused on Public Priorities. Context on the remaining components will form part of budget deliberations, which will commence later this fall.

Community Values

Residents were asked to rank key community values to help the Town better understand the guiding principles that matter most to them. These values—ranging from fiscal responsibility to environmental sustainability—represent the foundation on which municipal policies, services, and budget decisions are built.

By identifying which values are most important to the community, the Town can:

- Align budgeting and planning with public priorities
- Support strategic decision-making when trade-offs are required
- Ensure services and investments reflect community values
- Increase transparency and trust in how decisions are made

For example, if residents place the highest importance on fiscal responsibility and transparent governance, this suggests strong public support for careful spending, financial accountability, and open communication. Similarly, ranking recreation and community events lower may indicate that while valued, these areas are a lower priority compared to essentials like infrastructure, safety, or economic development.

This input helps guide Council and Administration as they balance competing needs in developing a responsible and community-focused municipal budget. The ranking is represented in Figure 6.



Figure 6

Tax Appetite

When provided an opportunity to express their wishes as it relates to adjustments to taxes, survey respondents indicated the following, as noted in Figure 7:

- 33% of respondents support maintaining or enhancing service levels by increasing taxes
- 34% of respondents support cutting services to maintain property taxes
- 22% of respondents support cutting services to reduce property taxes

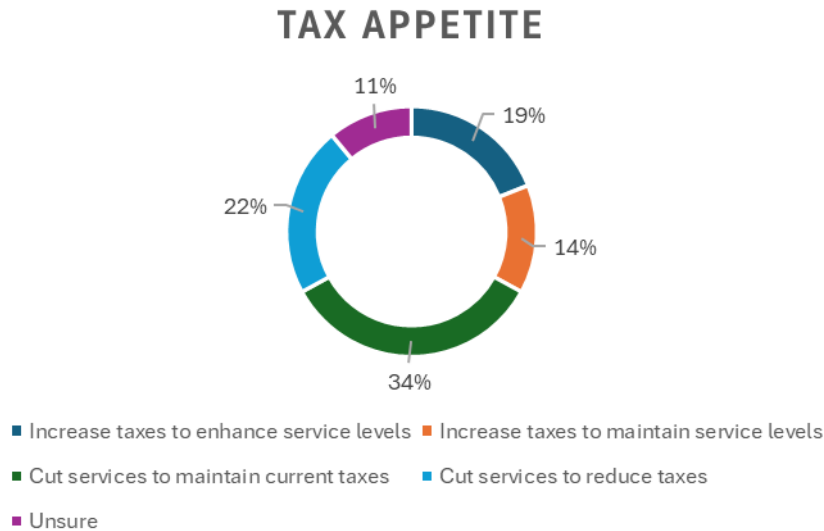


Figure 7

Value For Taxes

Respondents were asked to rate the value they feel they are getting, offering insight into public satisfaction with municipal service delivery and fiscal management. A full summary of responses is available in Figure 8.

- 32% of respondents feel the value for their tax dollars is good or very good.
- 26% of respondents are neutral or unsure about the tax dollar value
- 42% of respondents feel the value for their tax dollars is poor or very poor

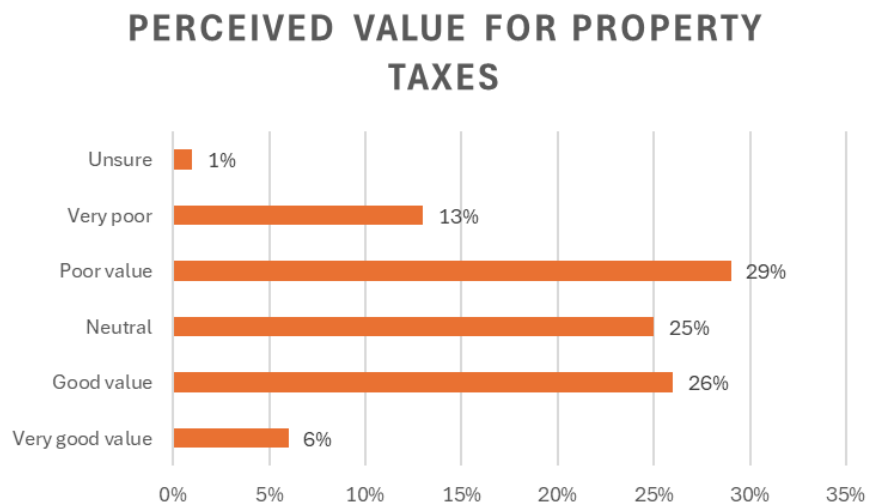


Figure 8

Revenue Preference

Participants were asked how they would prefer the Town to generate additional revenue, if required. The question aimed to gauge community preferences between increasing taxes or user fees and reducing service levels. The majority of respondents indicated a preference for a combination of slightly higher taxes and/or user fees rather than a reduction in services. See Figure 9 for the full summary of responses.

ADDITIONAL REVENUE PREFERENCE

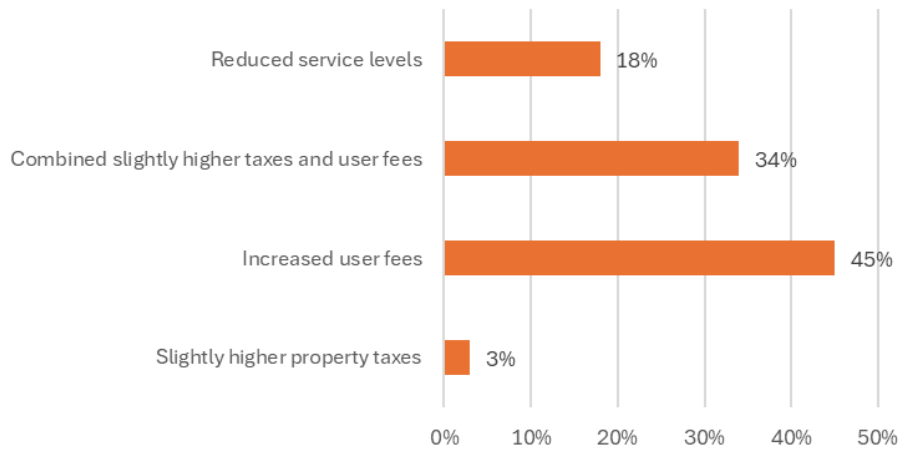


Figure 9

Unexpected Funding Strategy

Participants were asked to determine how unexpected funding, such as grants or budget surpluses should be allocated. The top 3 strategies are highlighted below, with a full summary included in Figure 10.

- Investment in new Town infrastructure
- Enhancement to existing assets and services
- Property tax reduction

UNEXPECTED FUNDING STRATEGY

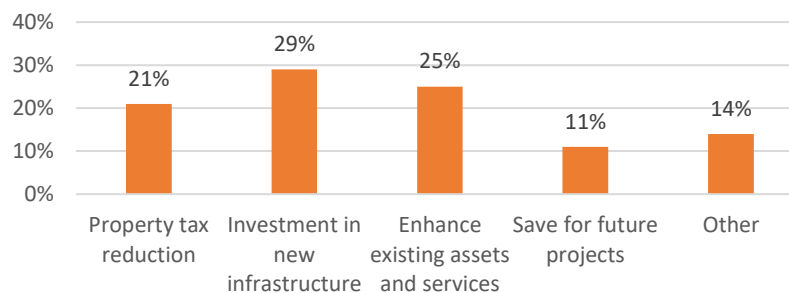


Figure 10

Public Sentiment on Town Services, Amenities and Attractions

Survey results indicate that residents place a high value on core municipal services—particularly community safety, roads and sidewalks, and parks and open space. These areas were ranked among the most important in terms of service delivery priorities.

When asked about usage and appreciation of existing amenities, respondents most frequently cited parks, pathways, and outdoor recreation areas, followed by protective services (fire services, RCMP, and bylaw enforcement), community events, and recreation facilities. This highlights both the functional importance and personal enjoyment residents associate with these services.

Looking ahead, there is strong interest in continued investment in community spaces. The most commonly requested enhancements include additional parks, playgrounds, and active transportation options, as well as expanded recreational facilities. These findings suggest a desire to not only maintain but improve access to well-used, family-friendly amenities that support quality of life and active living in Crossfield.

Additional Comments

All respondents were provided the opportunity to include comments to the following question: If you were sitting on Council, what would your top one or two priorities be when planning the upcoming budget? A total of 104 comments were received with 95 distinct areas identified. The most frequently mentioned comments are summarized below in Table 1.

Topic	# of mentions	% of total mentions	Topic	# of mentions	% of total mentions
Roads & Infrastructure	47	22.0%	Public Safety & Enforcement	11	5.1%
Taxes & Affordability	43	20.1%	Parks & Pathways	10	4.7%
Recreation (facilities & programs)	34	15.9%	Transparency, Communication & Trust	9	4.2%
Fiscal Responsibility	18	8.4%	Youth & Family Services	8	3.7%
Economic Development	16	7.5%	Transit & Connectivity	4	1.9%
Water & Wastewater Upgrades	14	6.5%	Environmental Concerns	4	1.9%

Table 1

Key Insights

- Feedback highlights infrastructure, roads, and sidewalks as key areas of focus, with many suggesting opportunities to improve road conditions, enhance snow removal efforts, and address the needs of aging assets..
- A notable portion of respondents expressed concerns about affordability, the cost of living, and the value of current tax levels, emphasizing the importance of finding solutions that balance financial pressures with community needs.

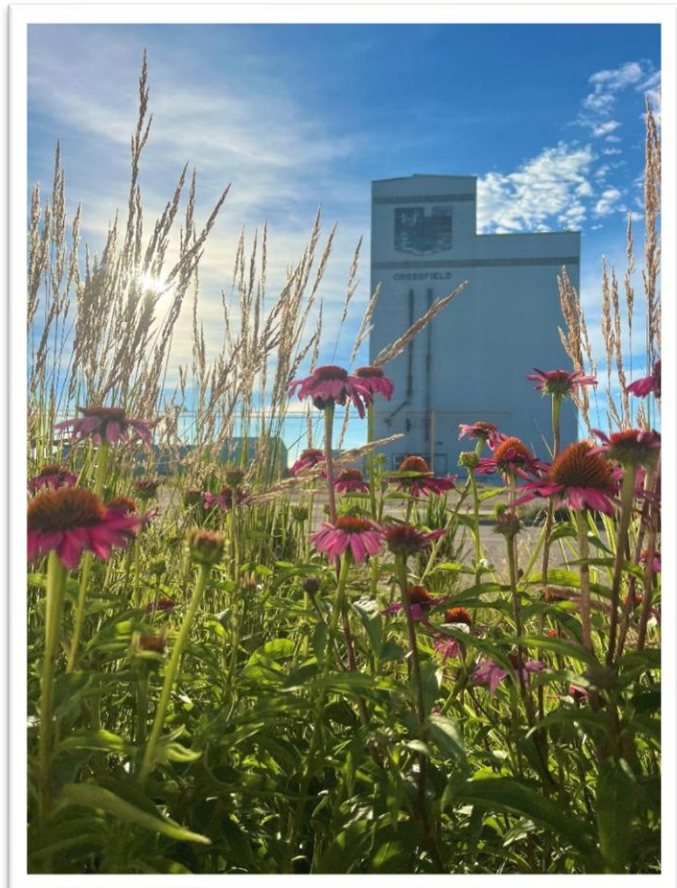
- At the same time, many would support spending on recreation, particularly for youth, with suggestions for pools, upgraded parks, and community spaces.
- There is feedback regarding fiscal responsibility, with suggestions to streamline administrative overhead, reduce spending, and explore fundraising or cost-recovery strategies to enhance efficiency.
- Specific infrastructure challenges, including sewer and wastewater, were mentioned repeatedly, indicating a growing need for upgrades and maintenance.
- Several respondents advocated for supporting local businesses and attracting more retail to strengthen the tax base and improve amenities.

Next Steps

Thank you to everyone who took the time to participate in the 2026 Budget Survey. Your feedback provides valuable insight into the priorities, values, and expectations of our community. The results will help guide Council and Administration as they make important decisions about the Town's budget, services, and future investments.

Next steps include reviewing this feedback in detail during budget planning discussions and identifying how it can be reflected in the Town's financial and strategic priorities. A summary of how public input has influenced the final budget will be shared once the 2026 Municipal Budget is approved.

The Town remains committed to transparent, responsive, and inclusive financial planning—and we thank you for being a part of the process.



Report to Council



Meeting Date: 2025-07-15
Meeting Type: Council Meeting
Prepared By: Steve Altena, Director of Infrastructure and Community Growth
Presented By: Steve Altena
Subject: **Town Owned Land Sale Inquiries and Requests**
Department: Entire Organization

REPORT PURPOSE:

The purpose of this report is to request direction from Council on land purchase inquiries and requests. Administration has recently received two specific inquiries on the potential sale of Town owned land, along with other general inquiries regarding the availability of Town owned land for purchase. The specific inquiries relate to a 1.51 acre portion of the dam site west of Town and an approximately 0.15 acre area north of the fire hall.

Administration is currently developing a land strategy which considers the existing use and future use of all municipally owned lands. Administration recommends that the land strategy be completed prior to identifying surplus lands and considering these lands for sale.

RECOMMENDATION:

THAT Council direct Administration to defer requests pertaining to the sale of town owned lands, except when requested for critical infrastructure, until after the Land Strategy is completed and approved by Council.

PREVIOUS COUNCIL DIRECTIONS:

Further assessment of Town owned lands is Item #004 on Council's Outstanding Action List.

BACKGROUND:

To sell publicly owned land as a municipality, the Town has a duty to make strategic decisions in the best interest of current and future residents and businesses, act responsibly and with transparency and balance competing views and priorities. To support these types of decisions, Administration is working on a Land Strategy to consider the existing use and future use of all municipally owned lands. Through the land strategy, some lands may be identified as surplus and Council may decide to try to sell those surplus lands. Administration intends to present the land strategy to Council before the end of 2025.

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

COMMUNICATIONS AND ENGAGEMENT:

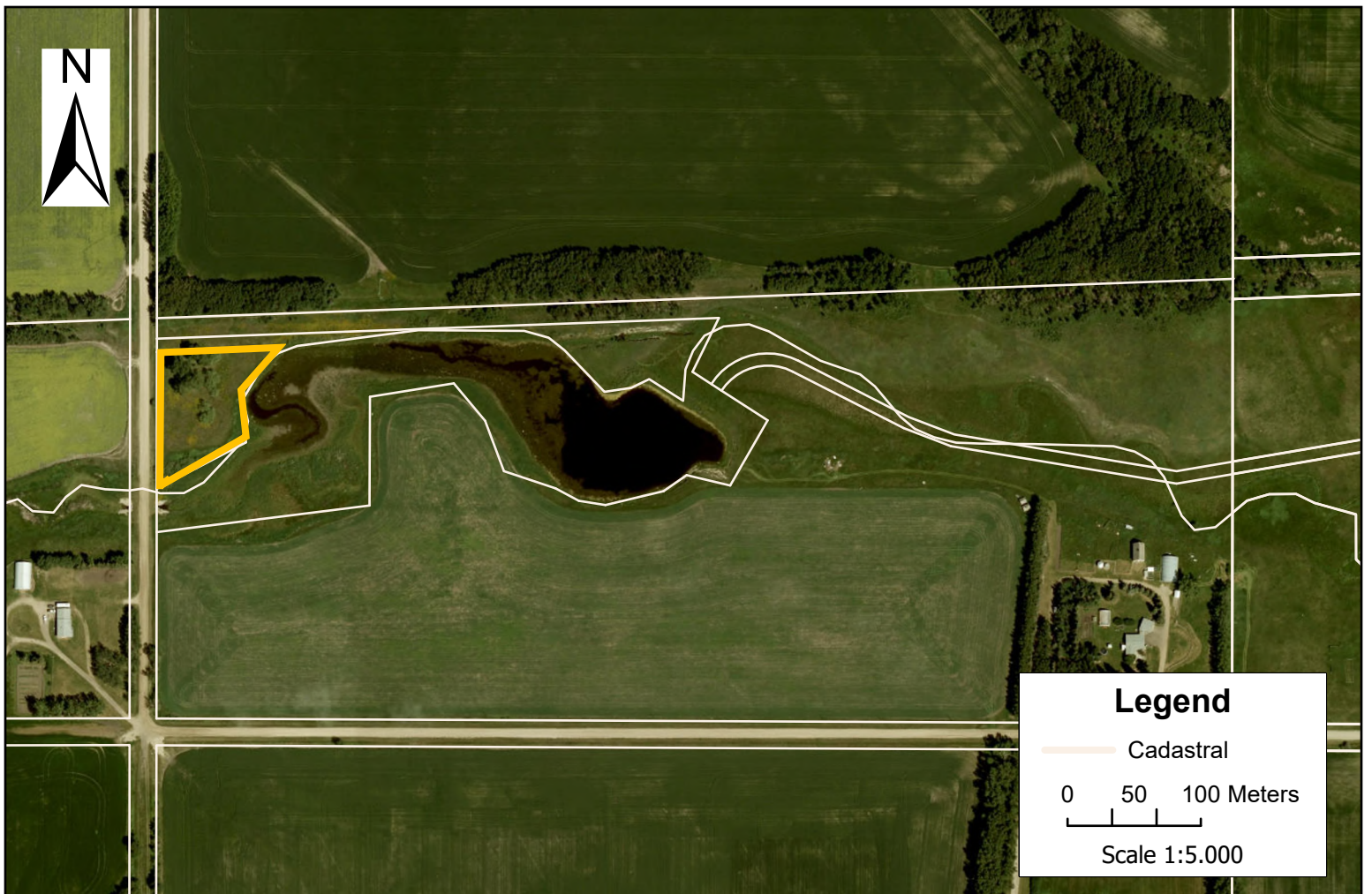
Administration will be responsible for communicating Council's decision to the inquiring parties.

ALTERNATIVES/IMPLICATIONS:

Administration does not have an alternative action for Council to consider.

ATTACHMENTS:

Attachment A: Location plans for sale inquiries



Report to Council



Meeting Date: 2025-07-15
Meeting Type: Council Meeting
Prepared By: Russ Nash, Director of Community & Protective Services
Presented By: Russ Nash, Director of Community & Protective Services
Subject: Regional RCMP Policing Model Study
Department: Community Services

REPORT PURPOSE:

To provide Council with the final report, and an overview of, the Regional RCMP Model Study, as well as summarize considerations for moving forward.

RECOMMENDATION:

On June 24, 2025, Administration and Councillor Lambert met with regional partners from Carstairs, Didsbury, Cremona, and Mountain View County to review the final report of the Regional RCMP Model Study and to discuss the next steps. The group agreed that the Study should be presented to each respective Council for information, allowing each to decide whether they wish to proceed with further exploration of a regional policing model in collaboration with the other partners.

Following discussion with Council, Administration recommends the following motions:

THAT Council accept the Regional RCMP Model Study as prepared by MNP for information.

and

THAT Council authorize Administration to either:

- a. notify the regional partners, being the Town of Carstairs, Town of Didsbury, Mountain View County and Village of Cremona, that the Town of Crossfield would like to remain a partner in continued exploration of the regional policing initiative.

or,

- b. notify the regional partners, being the Town of Carstairs, Town of Didsbury, Mountain View County and Village of Cremona, that the Town of Crossfield does not wish to continue in further exploration of a regionalized policing model at this time.

PREVIOUS COUNCIL DIRECTION:

At the September 6, 2022 regular Council meeting, the following motion was made:

243-2022 MOVED by Mayor Harris that Council provides a letter of support in response to the Town of Carstairs' request to explore Regional Policing Models with the RCMP.

BACKGROUND:

Through assistance from the Alberta Indigenous and Municipal Police Transition Grant Program, the Town of Crossfield participated in a collaborative study led by the Town of Carstairs and supported by consulting firm, MNP to examine the potential for a regional RCMP policing model. The study included five municipalities, including Carstairs, Didsbury, Crossfield, Cremona and Mountain View County.

Over the past several months, MNP has engaged with Administrations and Councils from each municipality, as well as various levels within the RCMP to produce the attached Regional RCMP Model Study report.

The objective of this study was to understand the current state of policing and public safety within the partner communities, as well as assess how a regional policing model could enhance service delivery, improve resource coordination, and respond to regional growth and policing challenges.

The study considered two options:

1. *Non-Regionalized Model*

- Under this model, Crossfield would continue to be policed by the Airdrie Provincial RCMP Detachment with 16 regular members and one dedicated enhanced member.
- The study notes that under this model, the service levels would be reduced for all partners, *except* the Town of Crossfield.

2. *Regionalized Model*

- This model would consolidate 14 regular members, 1 Staff Sergeant, and 1 Sergeant from existing detachments under a single command structure, with the potential to provide 24/7 coverage and enhanced proactive policing. This would represent a significant change for the other municipal partners, as they currently do not have 24/7 policing like Crossfield does.
- A regional approach could potentially provide greater influence over service delivery via regional governance, instead of relying on the Provincial Police Advisory Board, through which Crossfield is currently represented as a municipality with a population under 5,000.

For Crossfield, the decision to shift away from the established service model with the Airdrie Provincial Detachment is more complex due to potential changes in access to specialized services or initiatives, and a potential for reduction in service levels. Some considerations include:

- Crossfield has built a strong working relationship with the Airdrie Provincial Detachment. Influence over local policing priorities can be achieved through continued relationship building.
- Crossfield currently has 24/7 coverage through the Airdrie Provincial Detachment.
- Response times would likely remain unchanged, as Crossfield is similarly distanced from both Airdrie and Carstairs.
- Currently, there is no formalized governance structure for a regional RCMP policing model. This arrangement would rely heavily on strong working relationships and communication.
- Uncertainty remains as to whether municipalities governed by a Provincial Police Service Agreement (PPSA – populations under 5,000) can participate in a regional, cost-sharing model with those under a Municipal Police Service Agreement (MPSA – populations over 5,000), given the differing provincial funding structures for each.
- The study proposes various ways to share costs based on population, RCMP responses, criminal activity and PPSA/MPSA funding structures, but a detailed cost-sharing formula has yet to be finalized.
- Under the current Police Funding Model, RCMP costs for the Town of Crossfield are **\$222,349** for the period of April 1, 2025 to March 31, 2026. Depending on the cost-sharing approach used, the report shows Crossfield’s per capita costs could range from **\$60.70** (based on 30% PPSA costs) to **\$112.57** (based solely on the population of participating municipalities). Both approaches result in higher costs than Crossfield is currently paying.

ANALYSIS:

Strategic Alignment

- Sustainable Community Growth
- Town Infrastructure
- Parks, Recreation & Beautification
- Social Development & Emergency Services
- Communications & Public Relations

Relevant Statutes / Master Plans / Town Documents

- Police Funding Model (PFM – currently under review by the province) – implemented for municipalities with a population under 5,000 to directly contribute to policing costs.
- Provincial Police Service Agreement (PPSA) for municipalities with a population under 5,000.
- Municipal Police Service Agreement (MPSA) for municipalities with a population over 5,000.

Risks

Aside from the potential for increased influence over service delivery through regional governance, the proposed regionalized model would likely result in maintaining the current level of policing provided by the Airdrie Provincial Detachment, with the added risk of a possible reduction in service.

Further, if Crossfield is to be a part of this proposed regionalized model, policing costs will likely increase for a similar, or potentially reduced, level of service.

Despite the completion of the Regional RCMP Model Study, some gaps and questions remain. Should Council choose to pursue further discussions and exploration of the regional RCMP model with the other partners, additional resources (both human and financial) will be required, without a clear indication that Crossfield would see an improvement in its current level of policing service.

COMMUNICATIONS AND ENGAGEMENT:

Administration has participated in discussions with the regional partners and MNP throughout the study.

FINANCIAL IMPLICATIONS:

The Regionalized Model is anticipated to result in higher costs while providing the same, or possibly a lower, level of policing service than we currently receive.

ATTACHMENTS:

Regional RCMP Model Study – MNP



Regional RCMP Model Study

Updated May 2025

Chad Lins, MBA, CPA, CMA, BSA

Partner, Consulting Services

Chad.Lins@mnp.ca

T: 204.336.6196

Executive Summary

The Town of Carstairs is seeking to explore the creation of a Regional RCMP Policing Model with four municipal partners to improve the services offered by the RCMP by consolidating the region's resources into a single command structure and creating a sustainable delivery model. The municipalities include:

- Town of Carstairs;
- Town of Didsbury;
- Town of Crossfield;
- Village of Cremona; and
- Mountainview County.

This exploration of regionalization is prompted by the proximity of the municipalities and population growth, in the region specifically in the Town of Carstairs (at a rate of 20.1% between 2016 and 2021 and a municipal census that counted a population of 5,313), resulting in the expectation that Carstairs will be required to enter a Municipal Police Service Agreement (MPSA) soon. The current policing infrastructure in Didsbury that is serving four of the five partners is at capacity and has no space to accommodate growth in resources.

Additionally, the response time to occurrences in the Town of Carstairs is below the Alberta Municipal Detachment average. Both the slower response times and growth rate indicate the need to proactively build infrastructure that can service a growing population with growing needs.

Stakeholder engagement indicated support for regionalization if it will address service delivery challenges identified including the need for more community engagement and communication, and a desire for more specialized units such as school resource officers, crime reduction and others, which potentially could be justified with a larger served population. Pooling a larger group of resources also protects services levels from the impact of vacancies and leaves which the RCMP is currently challenged with.

Through this analysis the report evaluates a future-state non-regionalized model where both the Didsbury Detachment and a new Carstairs Detachment police operate separately but in parallel and a regionalized model where governance, management and human resources for policing the entire region are managed and deployed as a single team.

Non-Regionalized Model

The non-regionalized model assumes a Carstairs MPSA would be staffed from the current provincial complement and would be solely responsible for policing the Town of Carstairs. The Didsbury Detachment would continue to police the Town of Didsbury, the Village of Cremona and Mountainview County. The MPSA complement for Carstairs is assumed to be similar to that of Didsbury due to their similar populations and input provided by the RCMP. The Town of Crossfield would continue to be policed by the Airdrie Provincial Detachment.

The non-regionalized model would not have any new financial implications for any of the partners except the Town of Carstairs who's costs would increase by \$448,000 when compared to their policing contributions in 2024. The service levels would be reduced for all the partners but Crossfield as they would have less officers to cover the same 24 hour clock and they would be limited in sharing resources because of the separation of the teams.

Regionalized Model

The regionalized model would leverage the current complement of total sworn officers with the addition of the Crossfield enhanced position. Through leveraging sworn officers as a single unit, the regional detachment would provide the potential for 24/7 coverage, with a 3.6 FTE surplus if fully staffed that could allow for more proactive policing and specialized services. While a cost-sharing model would need to be developed for the regional partners (likely based on population, activity and other factors), the regional detachment with 16 Regular Members (RM) would have an estimated RCMP cost of \$2.14 million in 2024/25. Municipal civilian support costs would increase total detachment costs to \$2.34 million.

When evaluating the regional model, there are several implementation considerations to be analyzed. For the Town of Crossfield who is policed out of a larger detachment of a larger team that includes specialized services the decision is much more complicated. There were varying perspectives shared on whether those specialized services are more available to Crossfield based on its detachment location. Mountain View County, who receives services from three different detachments, would be caught between different service delivery models if only a portion were regionalized. It would likely be more appealing for the County to join a regionalized model that consolidated its services through a single regional governance, management and cost sharing structure.

A regional model requires establishing governance frameworks and operational structure, developing formalized agreements and standardized operating procedures and creating a cost sharing agreement between regional partners. There are examples of RCMP regional models with agreements in place but reporting capabilities are limited. Other considerations include navigating the province's involvement and developing buy in from all stakeholders. There is also the possibility of expanding the regional model to other provincial resources in nearby detachments, such as Three Hills, Sundre and Olds and Airdrie Provincial. The model should consider and build in a process for other detachments to join following the initial implementation stages.

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Introduction

The Town of Carstairs led a group of municipal partners in engaging MNP LLP (MNP) to conduct a Regional RCMP Model Study for their region with the goal of exploring the creation of a regional RCMP policing model. The group of municipalities is made up of the towns of Didsbury and Crossfield, the village of Cremona and Mountainview County in addition to the town of Carstairs. The group is considering a regional RCMP policing model as a potential way to improve the effectiveness and efficiency of the services provided by the RCMP by consolidating RCMP resources from the surrounding regional area into a single command structure. The Town of Carstairs recently completed a municipal census that demonstrated the municipality has exceeded the population threshold for entering a Municipal Police Service Agreement (MPSA) and starting to pay for 70% of their policing which will change some of the policing dynamics in the region. This need for resource expansion through the MPSA is occurring alongside the pressing need to address building limitations in the RCMP Didsbury Detachment building that has reached capacity and cannot accommodate any further expansion of the police complement. To provide well-rounded service, the municipalities are seeking to explore different models and options, including regionalization.

Project Objectives

The objectives of the Regional RCMP Policing Model Study are to:

- Consult with stakeholders to understand the current state of policing and public safety in their community;
- Analyse the current service level and demand;
- Use these inputs to create both a regional and non-regional service model; and
- Conduct a detailed analysis to fully understand the impacts on the stakeholders and highlight the expected benefits and limitations associated with each option.

Report Scope

The scope of the report includes a summary of the current state (the RCMP data analysis does not include the Sundre and Olds RCMP Detachments and is limited to the service provision received from the Didsbury Municipal, Provincial and Airdrie Provincial Detachments) and the exploration of two RCMP policing model options, one regional and one MPSA based. The model options consider:

- Staffing and Service Levels;
- Infrastructure;
- Financial Implications;
- Benefits; and
- Risks and Limitations.

The report concludes with implementation recommendations for the partner municipalities if they decide to pursue a regional model. The report is not intended to provide a recommendation for either but rather to inform an in-depth understanding of the benefits, challenges, and implications of these two options to support a well-informed decision going forward.

Methodology and Approach

The project utilized a mixed methodological approach including both quantitative and qualitative data to ensure that the findings of the study are based on multiple lines of evidence. The study included a data request to understand key information about the current state and interviews with key stakeholders across the region. Cross jurisdictional research was also conducted to better understand existing RCMP regional approaches and any critical success factors to pursuing a regional model.

Data Collection

The following is a detailed list of qualitative and quantitative information requested from the RCMP, Town of Carstairs, Town of Didsbury, Town of Crossfield, Village of Cremona, and Mountainview County to complete the current state analysis of resourcing, services, governance, and financial information. Some, but not all, of this data was available or delivered for review.

Table 1: Project Request for Information

Category	Documents
RCMP	<ul style="list-style-type: none"> • Didsbury Municipal Annual Performance Plan (APP) (2020-2024) or applicable years • Didsbury Municipal Detachment Profile (2023) • Didsbury Provincial Detachment Profile (2023) • Airdrie Provincial Detachment Profile (2023) • Didsbury Municipal Detachment Calls for Service Report (2019-2023) • Didsbury Provincial Detachment Calls for Service Report (2019-2023) • Airdrie Provincial Detachment Calls for Service Report (2019-2023) • Didsbury Municipal 2023 December – 5 Year Crime Stats • Didsbury Provincial 2023 December – 5 Year Crime Stats • Airdrie Provincial 2023 December – 5 Year Crime Stats • Airdrie and Didsbury Crime Strat Breakdown (by atom) • Financials <ul style="list-style-type: none"> ○ Didsbury Municipal Multi-Year Financial Plans (2020-2024) or applicable years ○ RCMP Final Reconciliations (2019/20-2023/24) or applicable years • HR Information <ul style="list-style-type: none"> ○ Most recent Organizational Charts (Didsbury/Airdrie Provincial) ○ Annual FTEs (utilization) (most recent 5 years) (Didsbury Airdrie Provincial) ○ Annual Authorized Strength (Didsbury MPSA Annex A)

Category	Documents
	<ul style="list-style-type: none"> Other relevant documents
Municipalities	<ul style="list-style-type: none"> Annual Police Funding Model Contribution (2020-2024) Municipal Budgets (2022-2024)

Internal and External Interviews

In addition to the data requested, in-person and virtual interviews were conducted with internal and select external stakeholders. All the stakeholder organizations consulted are detailed in the table below.

Table 2: Stakeholder Organizations Consulted

Stakeholder Group	Stakeholder Roles
RCMP	'K' Division South District Didsbury Detachment Commander Operations Strategy Branch Airdrie Provincial Detachment Commander
Government of Alberta	Alberta Justice Contract Policing and Policing Oversight Police Planning and Contract Coordination
Town of Carstairs	Council, Administration
Town of Didsbury	Administration
Town of Crossfield	Council, Administration
Mountain View County	Council, Administration
Diamond Valley	Public Safety and Fire
Cross-Jurisdiction Regional Detachments	Elk Valley Detachment Commander Peace Region Detachment Commander

The report leverages key themes from stakeholder feedback regarding the current state of policing in region. Stakeholder interviews collected diverse perspectives from the Didsbury RCMP Detachment, RCMP South District, elected officials, and the Provincial Government on topics such as community safety issues, trends, future readiness, resourcing, and governance. These insights provide a comprehensive understanding of the strengths and areas for improvement in policing, which is important for making informed decisions about service delivery and public safety enhancements.

Additionally, cross-jurisdictional interviews were conducted with regional detachments in Elk Valley, B.C. and Peace Region in Alberta to glean insights and current RCMP practices for a regional detachment model.

Regional Partner Population and Demographic Trends

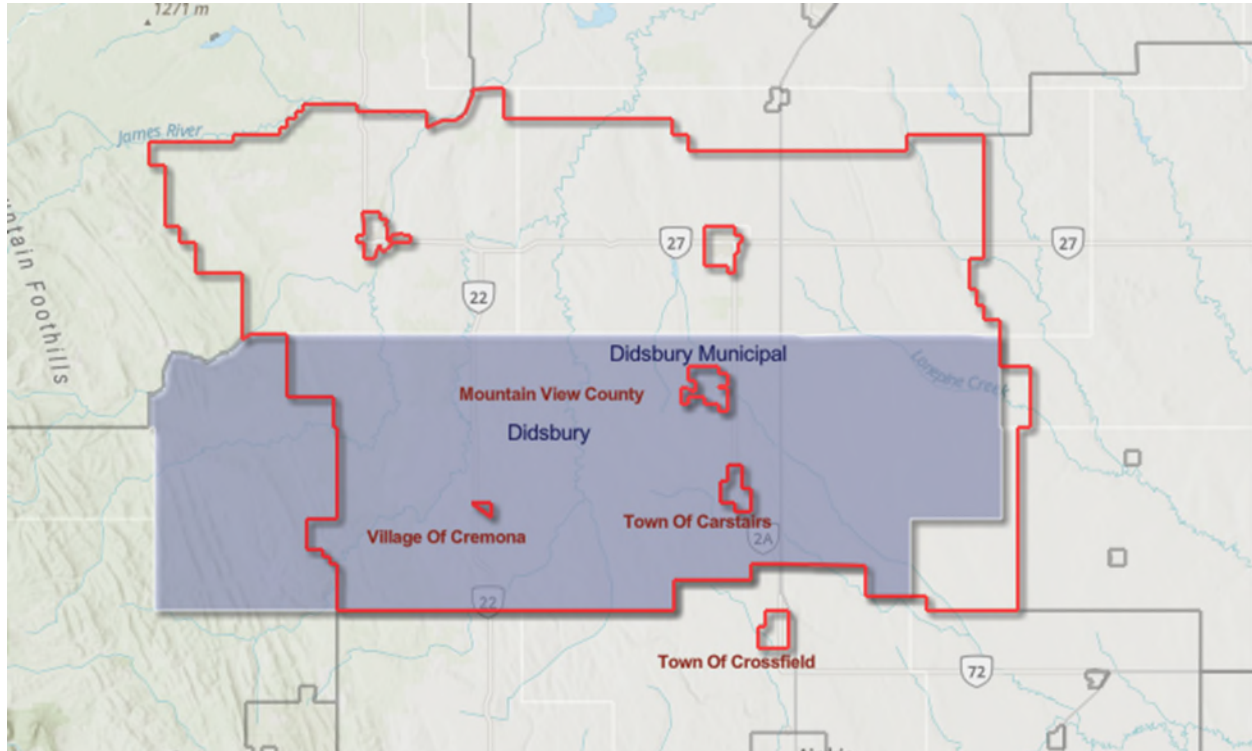
Geography

The region in the study is comprised of five municipalities located in central Alberta, including:

- Town of Carstairs;
- Town of Didsbury;
- Town of Crossfield;
- Village of Cremona; and
- Mountain View County.

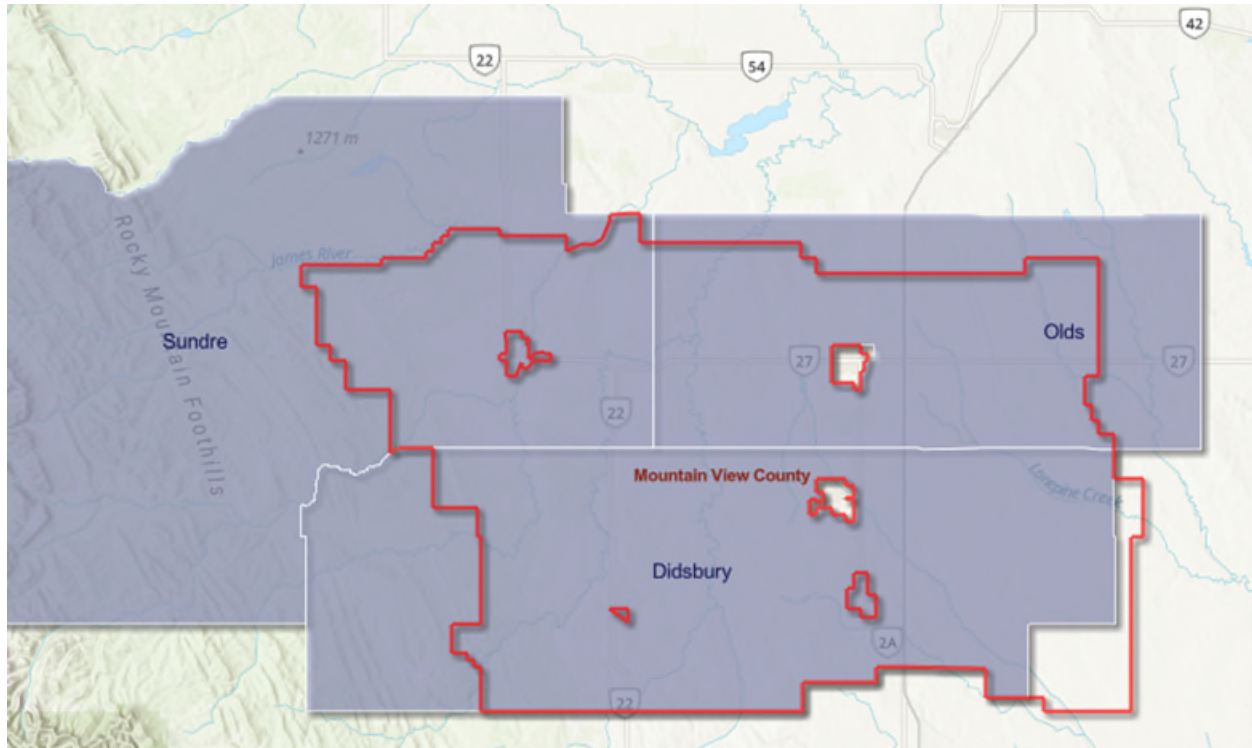
The location of the region within Alberta can be found in Figure 1. The Towns of Carstairs, Didsbury and Crossfield are all located along Highway 2A, also known as the Calgary-Edmonton Economic Corridor. This increases accessibility, and economic movement. Four of the five municipalities are located within the boundaries of Mountaniview County (the larger red outline in Figure 1) with Crossfield located slightly south in Rockyview County. The Didsbury Detachment polices most of the communities included in the study (with the exception of Crossfield) and their area of jurisdiction is shaded in blue below.

Figure 1: Regions and Didsbury RCMP Detachment Boundaries



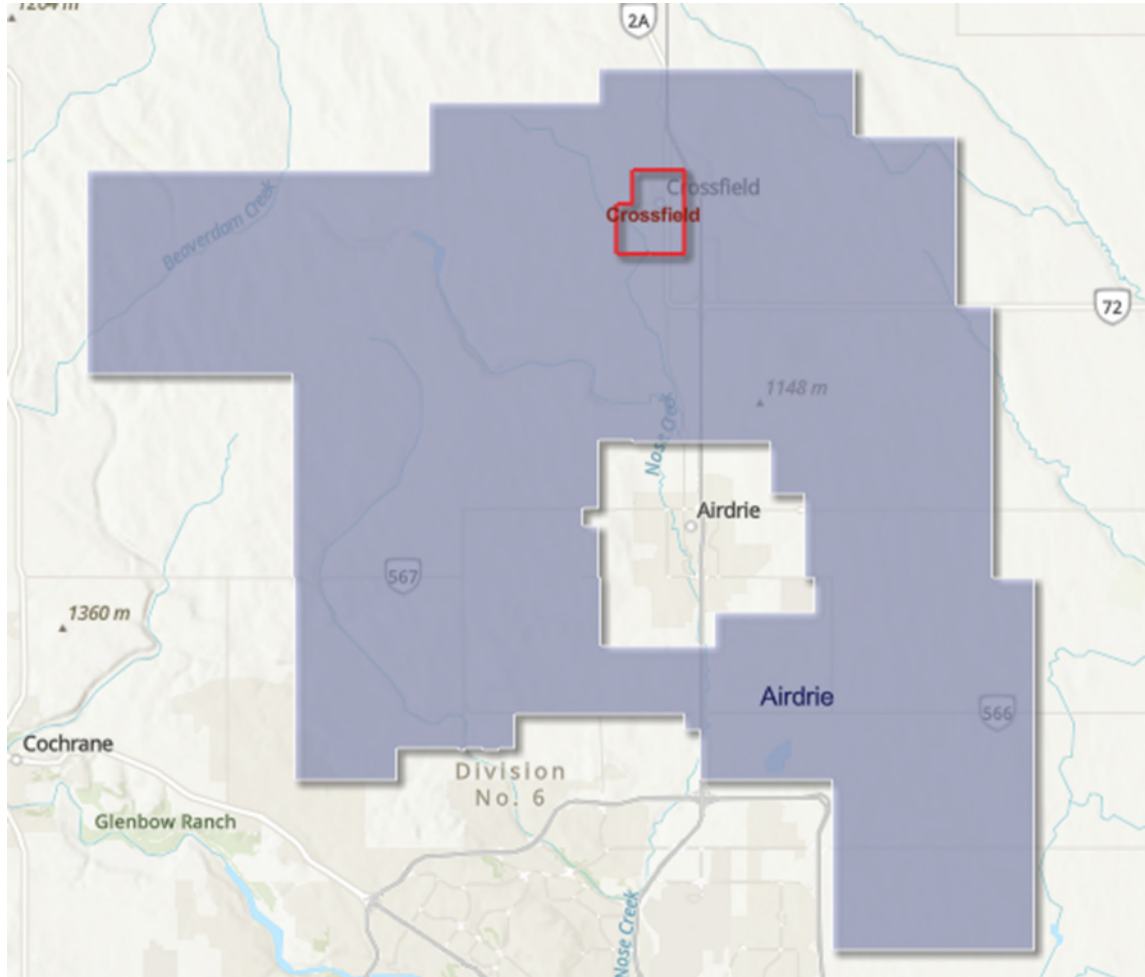
Mountain View County is primarily policed by three different detachments: Didsbury Provincial, Sundre Provincial and Olds Provincial, with Didsbury Provincial policing the most geographical space.

Figure 2: Mountain View County and RCMP Detachments



The Town of Crossfield is entirely policed by the Airdrie Provincial Detachment.

Figure 3: Town of Crossfield and Airdrie Provincial Detachment



The Town of Carstairs is approximately 48 kilometers north of Calgary and 241 kilometers south of Edmonton. The town's geography includes a mix of agricultural land and small forested areas, contributing to its rural charm and agricultural productivity. Major transportation routes, such as Highway 2A, provide essential connectivity to nearby towns of Didsbury and Crossfield, facilitating the movement of goods and services. Carstairs' strategic location within the Calgary-Edmonton corridor enhances its accessibility and economic potential.

The Town of Didsbury lies at the foothills of the Rocky Mountains. The town is approximately halfway between Calgary and Red Deer, providing convenient access to both cities. Surrounded by Mountain View County, Didsbury benefits from its central location and well-developed transportation infrastructure, which supports its role as a commercial and service hub for the surrounding region.

The Town of Crossfield, located in the Calgary Metropolitan Region of Alberta, is surrounded by Rocky View County. Positioned along Highway 2A, Crossfield is approximately 43 kilometers north of Calgary. The town's geography is marked by its agricultural land and proximity to natural gas processing facilities, which play a significant role in the local economy. Crossfield's historical roots as a rail station

on the Canadian Pacific Railway line underscore its importance as a transportation and economic center. The town's connectivity to major highways enhances its accessibility and growth potential.

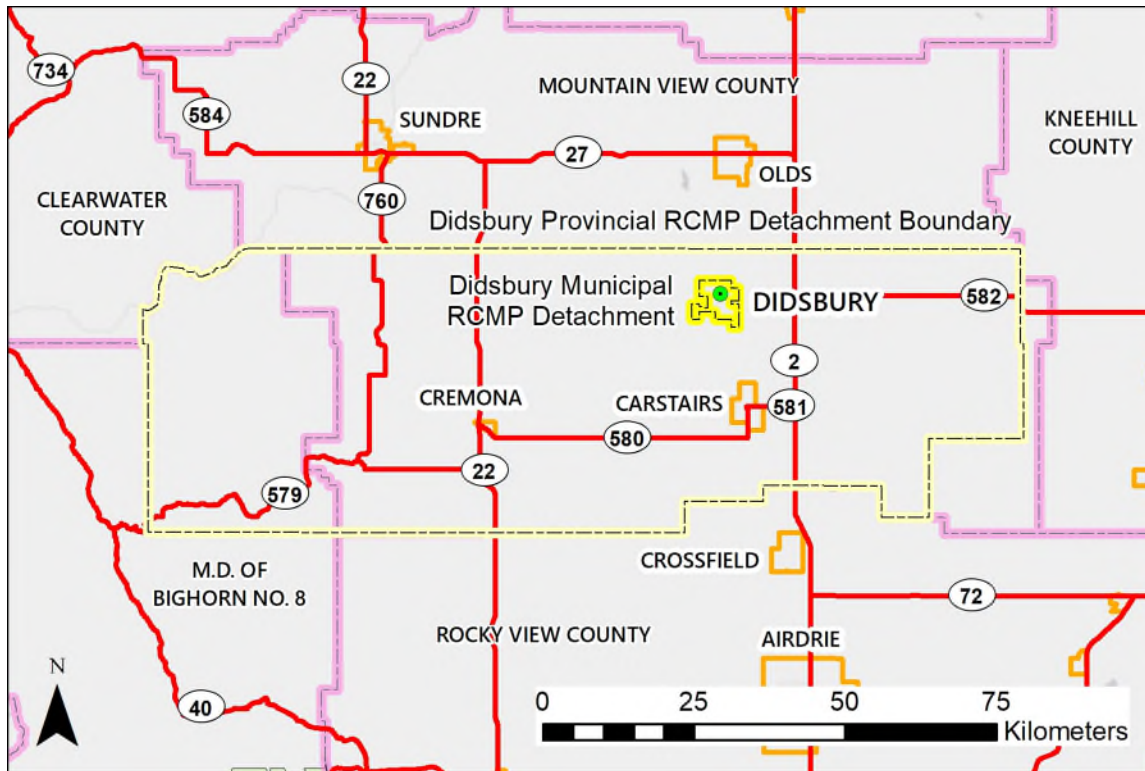
The Village of Cremona is located along the Cowboy Trail (Highway 22), north of Cochrane and west of Carstairs. This village is characterized by its scenic rural landscape, which includes rolling hills and agricultural land. Cremona's geography supports a variety of farming activities and outdoor recreational opportunities. The village's position along Highway 22 provides essential connectivity to neighboring communities and contributes to its role as a quaint, yet vital, part of the region's rural fabric.

Mountain View County is a municipal district that encompasses almost 4,000 square kilometers, characterized by its rich agricultural landscape. The County includes five municipalities (including the Town of Carstairs, Town of Didsbury and Village of Cremona) and 21 localities. The county's geography includes rolling prairies, fertile farmlands, and ranches that contribute significantly to its economic stability. The area's topography supports diverse agricultural practices, from crop cultivation to livestock farming, making it a vital agricultural hub within the region. The network of highways and rural roads ensures connectivity with adjacent municipalities, facilitating the movement of agricultural produce and other goods.

The geographical proximity of these communities can support either the current post model detachment or the implementation of a regional policing model. The close distances between the Town of Carstairs, Town of Didsbury, Town of Crossfield, Village of Cremona, and Mountain View County facilitates efficient coordination and resource sharing.

The shared infrastructure, such as major highways and transportation routes shown in Figure 4, further enhance the potential effectiveness of a regional policing strategy by enabling strategic deployment of police personnel across a region without sacrificing response times.

Figure 4: Regional Geography and Transportation Connections (Didsbury Detachment area of jurisdiction highlighted in yellow)



The below table shows key distances from the Didsbury Detachment, using the shortest path on roadways, to the center of the partner municipalities.

Table 3: Distance from Didsbury Detachment to Municipalities

Destination from Didsbury Detachment	Distance	Time
Town of Carstairs	14.4 km	12 minutes
Village of Cremona	38.6 km	27 minutes

As the Town of Crossfield is currently policed out of the Airdrie Detachment, the below table shows the distance between the Town of Crossfield and its detachment.

Table 4 Distance from Airdrie Detachment to Town of Crossfield

Destination from Airdrie Detachment	Distance	Time
Town of Crossfield	17.5 km	14 minutes

Demographics

The following sections provide demographic information for the region including details on population, diversity, and education and employment.

Population

According to the most recent federal census (2021), which is utilized by Public Safety Canada for the sake of population thresholds for policing contracts, Mountain View County has the largest population of the five communities at 12,981, followed by the Town of Didsbury (5,070), the Town of Carstairs (4,898), the Town of Crossfield (3,599) and the Village of Cremona (437). While the Town of Carstairs recently completed a municipal census and recorded a population of 5,313, for the sake of consistency between comparators, federal census numbers will be used for this analysis. The next federal census will take place May 2026.

However, it should be noted that Mountain View County, despite having the highest population, has the lowest population density per square kilometre of 3.4, much lower than the next lowest, which is the Village of Cremona with a population density of 225.9 per square kilometre. The other municipalities in the region are similar in terms of population density, with the Town of Carstairs being the densest, at 416 per square km.

Some of the municipalities saw significant variation in their population changes between 2016 and 2021. Carstairs and Crossfield experienced significant growth (20.1% and 20.7% growth respectively), while the Town of Didsbury, Village of Cremona and Mountain View County saw slight declines (-3.8%, -1.6% and -0.7%) over this period.

Table 5: Regional Population Summary, Statistics Canada Census 2021

	Population (2016)	Population (2021)	% of Regional Population (2021)	Rate of Change (2016 to 2021)
Town of Carstairs	4,077	4,898	24%	20.1%
Town of Didsbury	5,268	5,070	24%	-3.8%
Town of Crossfield	2,983	3,599	17%	20.7%
Village of Cremona	444	437	2%	-1.6%
Mountain View County	13,074	12,981	33%* (6,780)	-0.7%
TOTAL	25,839	26,985		4.4%

*The County population is adjusted to 52%¹ of its total because portions are served by other RCMP detachments.

¹ Based on Mountain View County RCMP Detachment Area Population Map, 2023

More recent annual data reported in the Alberta Regional Dashboard shows that all municipalities experienced a population growth over the last two years 2023 – 2024 with Crossfield and Cremona having the highest average annual increase between 2019 and 2024.

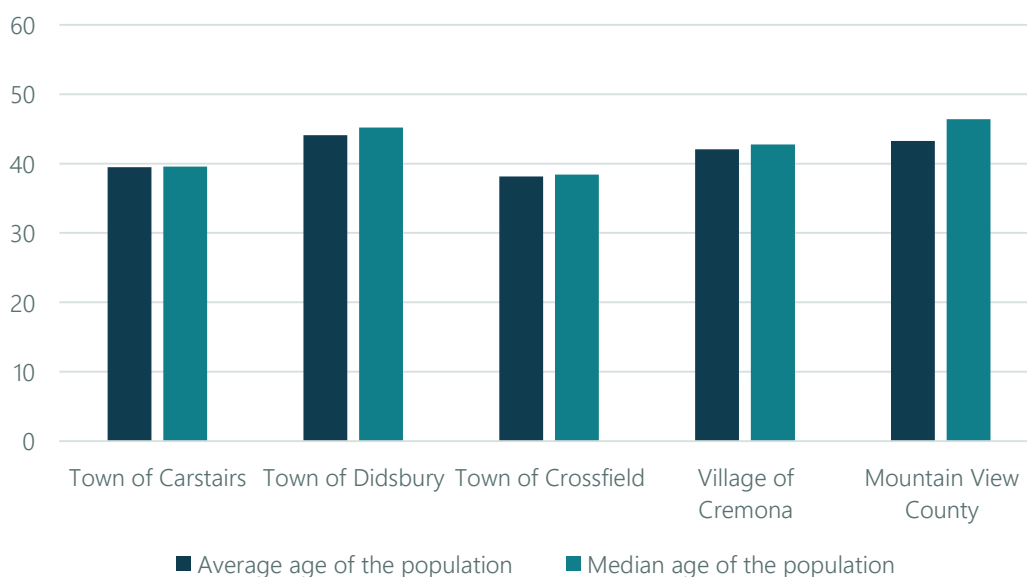
Table 6: Regional Population Summary, Regional Alberta Dashboard, 2019 - 2023

Municipality	2019	2020	2021	2022	2023	2024	Annual Change 2023 - 2024	Average Annual Change (2019-2024)
Town of Didsbury	5,261	5,173	5,219	5,123	5,132	5,148	0.31%	-0.4%
Town of Carstairs	4,631	4,716	5,055	5,155	5,169	5,183	0.27%	2.3%
Town of Crossfield	3,295	3,397	3,727	3,859	3,906	3,996	2.30%	4.0%
Village of Cremona	383	382	453	454	458	461	0.66%	4.0%
Mountain View County	13,489	13,523	13,368	13,258	13,464	13,632	1.25%	0.2%

Age

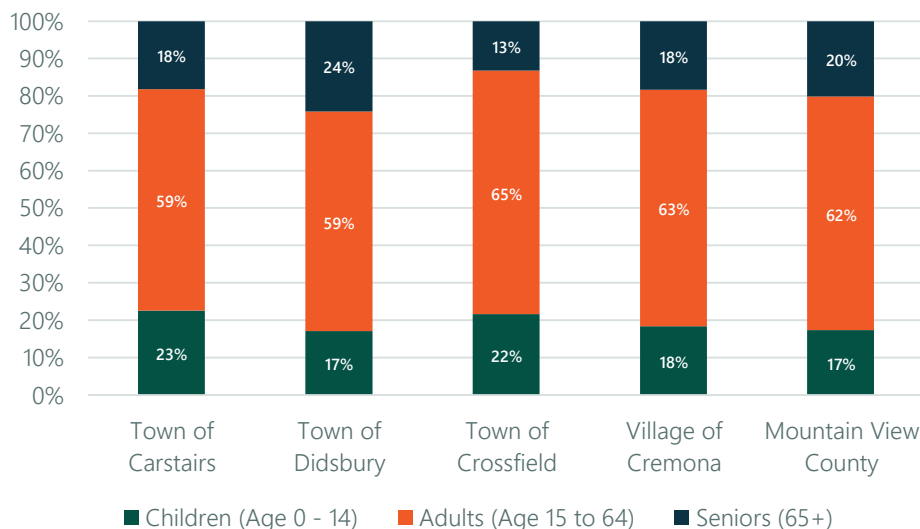
Overall, the weighted average age across the five municipalities is 42 years old, similar to the national average of 41.9 years, as seen in the figure below.

Figure 5: Average and Median Ages of Population by Municipality



As shown in Figure 5 and Figure 6, the Town of Carstairs and the Town of Crossfield have the youngest populations, with higher proportions of children ages 0 – 14 (22.6% and 21.7% of the population) than the Alberta average of 19%. The oldest population was in the Town of Didsbury with 24.3% over 65. According to the age-crime curve criminological theory, the onset of most criminal activity begins in early adolescence, and most offenders desist from offending by their mid-twenties.² This could indicate that there is a higher risk of crime or greater need for crime prevention activities in communities with younger populations.

Figure 6: Age Proportion of Population by Municipality



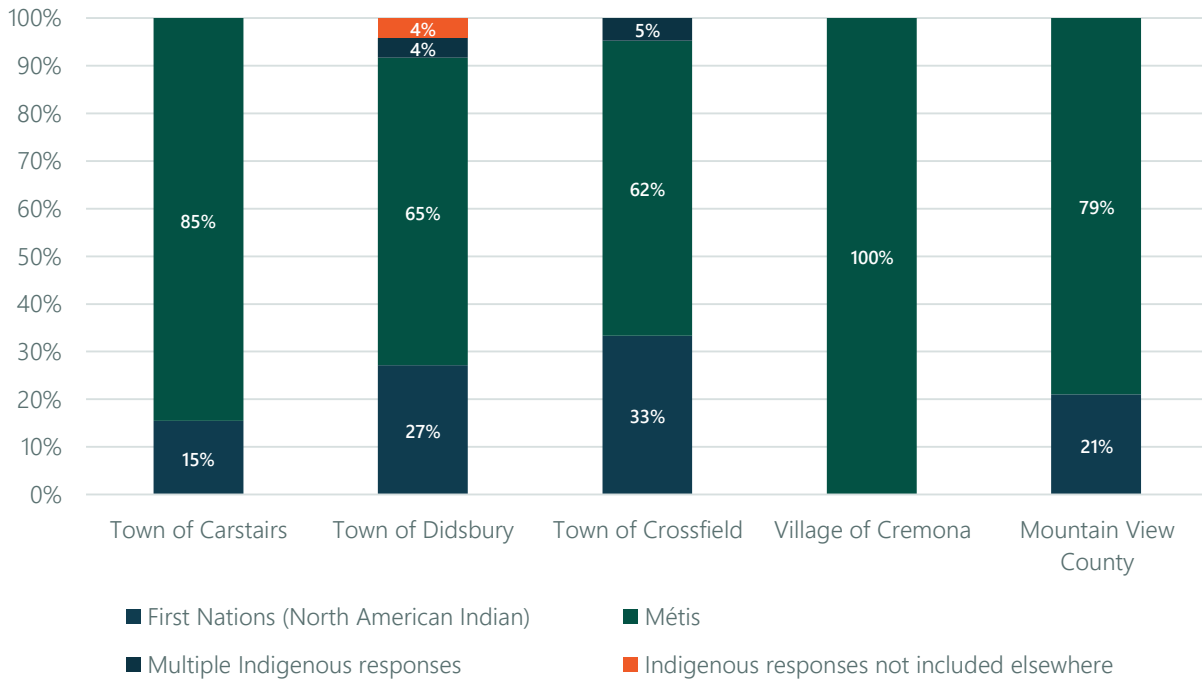
Diversity and Indigenous People

In data collection by Statistics Canada, 'Visible minority' refers to whether a person is a visible minority or not, as defined by the *Employment Equity Act*. The *Employment Equity Act* defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour." The municipalities in the region have a significantly smaller segment of people that identify as a visible minority as compared to the Alberta average of 27.8%. In the Town of Carstairs 3.6% of the population identifies as a visible minority, along with 4% in the Town of Didsbury, 7.5% in the Town of Crossfield, 3.9% in the Village of Cremona and 1.6% in Mountain View County.

All municipalities, except for the Village of Cremona, are below the provincial population proportion of Indigenous people (6.8%). The Village of Cremona had the highest population of individuals identifying as Indigenous (11.8%), followed by the Town of Didsbury at 6.1%, The Town of Carstairs has 5.6% of its population identifying as Indigenous, while the portion of the population identifying as Indigenous is 4.9% in the Town of Crossfield, and 4.6% in Mountain View County. Most of the Indigenous identifying population in the region is Metis, followed by First Nations, as seen in Figure 5.

² Emerging Adults in the Justice System: Brief Literature Review and Environmental Scan
<https://www.justice.gc.ca/eng/rp-pr/cj-jp/yj-jj/eajs-jasj/review-examen.html#s2>

Figure 7: Indigenous Identities by Municipality



Education and Employment

At the time of the 2021 census, all five municipalities included in the study were slightly below but close to the provincial unemployment rate of 11.5%, except for the Village of Cremona, which had an unemployment rate at almost double the provincial rate at 21.6%. The Town of Crossfield had an unemployment rate of 10.6%, the Town of Didsbury 10.3%, Town of Carstairs 10.2%, and Mountain View County had a rate of 7.9%.

Between the municipalities total income levels (median and average) were similar to the median ranging from \$38,800 (Village of Cremona) to \$48,800 (Town of Crossfield) as shown in Figure 8. The average income had a similar spread, from \$47,200 (Village of Cremona) to \$57,650 (Town of Crossfield). The Village of Cremona, the Town of Didsbury and Mountain View County were below the provincial median income of \$44,800, with the Town of Carstairs and Town of Crossfield exceeding the median. However, all municipalities were below the provincial average individual income of \$60,850.

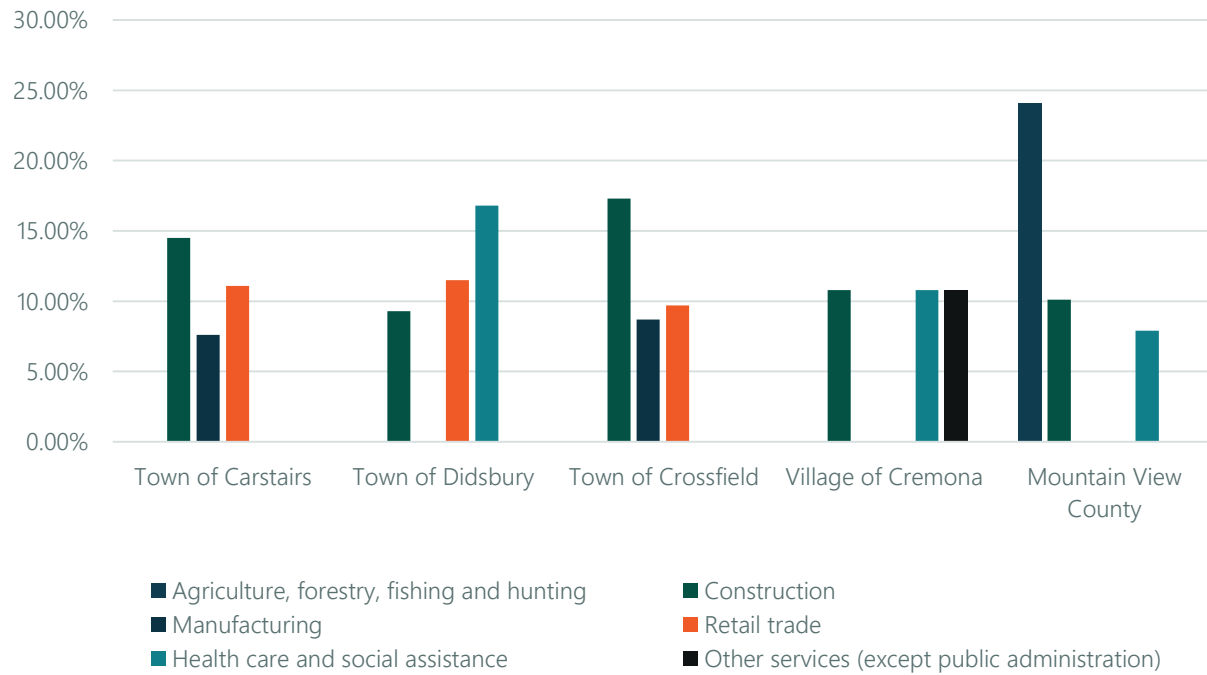
Figure 8: Total Income for Individual Recipients by Municipality



Most of the five municipalities, except for Mountain View County and the Village of Cremona, showed above average rates of residents with no high school diploma or equivalency certificate. The provincial rate stands at 11.5% of the population without a high school degree or equivalency, while the Town of Didsbury had a rate of 23.3%, the Town of Crossfield a rate of 19.2%, the Town of Carstairs at 16.4%, Mountain View County at 10.7% and the Village of Cremona with the lowest rate of 5.9%.

The municipalities had similar industries employing their residents, with the largest overall being agriculture, forestry, fishing and hunting, primarily driven by a large number of workers in Mountain View County. Construction was the second largest industry and was one of the top three industries in each municipality. Health care and social insurance was a top industry in the Town of Didsbury, the Village of Cremona and Mountain View County, making it the third largest industry overall. Figure 9 shows the top three industries in each municipality.

Figure 9: Top 3 NAICS Industry Sectors per Municipality



Key Takeaways for Consideration

The geography and existing infrastructure of the partner municipalities are well positioned to facilitate a regional policing model. The population growth rates are quite variable in the region with significant growth in Crossfield and Carstairs. If new infrastructure is developed in the region, it would likely be best suited in one of the growing areas where service demand is likely to be higher based on population densities. This is only one consideration and historical calls for service and occurrence data form another important consideration when analyzing the regional context.

Current Public Safety Model

The following sections outline the current public safety model in the partner municipalities including the impacts of provincial legislation and agreements, current public safety services, and themes from stakeholder engagement. This section also includes insights and takeaways from a jurisdictional review of two regions operating with a RCMP regional model.

Provincial Legislation and Agreements

The following sections highlight relevant impacts of the policing legislation, police service agreements and future requirements that the municipalities will face with ongoing population growth, specifically the Town of Carstairs in the next federal census and the Town of Crossfield in the census following.

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.

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.

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. The PAA introduced several new mandated structures for civilian oversight in 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 a 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.

The regional policing committees are aligned with the RCMP's eastern, western, central and southern districts. Opting out of regional committees in favour of developing or joining an existing municipal policing committee requires ministerial approval. Communities with municipal or regional policing committees are responsible for the costs of administering them.

Police Service Agreements and the Provincial Police Funding Model

The majority of the RCMP detachments in southern Alberta are post detachments. A post detachment includes a mix of resources serving two different policing contracts. Some of the resources are funded through the Provincial Police Service Agreement (PPSA) between the Province of Alberta and Public Safety Canada or the federal government to contract the RCMP. The province pays for 70% of the costs under the agreement and the federal government pays the remaining 30%. The PPSA covers RCMP policing for the entire province except for areas that have their own municipal, regional or First Nations police service or have a Municipal Police Service Agreement (MPSA) with Public Safety Canada or the federal government.

Municipalities (not including Specialized Municipalities or Municipal Districts) with populations over 5,000 must enter into an agreement with the federal government to contract the RCMP for policing or contract another police service. Municipalities with MPSAs must pay 70% of the policing costs if their population is between 5,000 and 15,000 and 90% of policing costs once their population exceeds 15,000. The federal government pays the remaining costs.

In 2019/20, the Province of Alberta implemented a new Police Funding Model (PFM) to recoup a portion of the frontline policing costs for the PPSA policed communities. The proportion of costs recouped grew annually from 10% in year 1 to a maximum of 30% by year 4 through a formula that only allocated frontline policing costs. Costs allocated did not include specialized policing services provided by the RCMP.

The municipality of Didsbury exceeded the 5,000-population threshold in the 2016 federal census and entered an MPSA, establishing the new detachment in 2020. During this time, Didsbury became a post detachment as it included PPSA and MPSA funded resources working together to police the entire detachment area. The resources essentially operate as a single team. The enhanced resource added for Carstairs was included in the model but through a Memorandum of Understanding (MOU) was required to be dedicated to the Town of Carstairs. The Town of Crossfield is policed out of the Airdrie Provincial Detachment which historically was a post detachment with the Airdrie Municipal resources, but the two teams now operate separately with the Airdrie municipally funded resources dedicated to the City of Airdrie and the provincial resources policing the surrounding detachment area. The Town of Crossfield

has an enhanced position on the Airdrie provincial team that is dedicated to the Town through an MOU to provide community policing when on shift.

The RCMP does provide separate reporting to reflect the provincial and municipal efforts and occurrences for the post detachment teams although this reporting is very focused on the reactive work of the service with minimal reporting reflecting the proactive or community engagement and community policing efforts.

As shown in the Regional Population and Demographic Trends section, the Town of Carstairs is experiencing a high population growth and according to a 2024 municipal census and regional dashboard data has passed the 5,000-population threshold. Similarly, the Town of Crossfield is also growing and is trending to exceed the threshold within the next two census periods.

Transitioning to a MPSA

When a municipality exceeds the 5,000-population threshold, as determined by the federal census, the municipality, the province and Public Safety Canada are notified. If the municipality wishes to continue receiving services from the RCMP, there is generally a two-year transition process to set up the necessary requirements and agreements to become an established MPSA partner.

In discussions with the province, it was indicated to the Town of Carstairs that they can begin the transition process after surpassing a population of 5,000 in a municipal census. The RCMP indicated the federal census is the required data set to become the transition. It is important to note that even with support from the province, Public Safety Canada will have to approve the transition as they are the contract partner in an MPSA in Alberta.

One of the risks identified during consultation is the current RCMP agreements are set to expire in 2032 and there is a risk that the new agreement could have higher population thresholds for MPSAs. This may provide an opportunity for Carstairs to postpone this process if preferred until the new agreements are established in 2032.

When municipalities like the Towns of Carstairs and Crossfield have or are getting close to exceeding the population thresholds it is prudent to begin preparing for the increasing costs that are associated with entering into an MPSA. The municipality becomes responsible for 70% of their policing costs and based on recent transitions in Alberta this is currently approximately \$1 million a year.

Public Safety Services

The following sections provide a description of the public safety services in the region of study. This includes police as well as community peace officers (CPO) and bylaw officers. The RCMP serves most of the region from the Didsbury Detachment with the exception of the Town of Crossfield which is serviced by the Airdrie Provincial Detachment, while the CPOs and Bylaw officers are not integrated and work independently in their own municipalities.

Community Peace Officers and Bylaw Officers

Four of the five municipalities employ local bylaw and community peace officers to support provincial statute and bylaw enforcement efforts. The region employs nine community peace officers and one bylaw officer that support public safety efforts in the region. Each group of officers is employed by their respective municipality. These services and schedules are not integrated or coordinated across municipalities or with the RCMP in the region and each group only has jurisdiction in their municipality of employment. The following table outlines the resources in each municipality.

Community Peace Officers appointed under the *Peace Officer Act* can be appointed to perform a range of duties, such as enforcing provincial statutes applied for by the employer specific to the needs of their community or agency, including moving violations under the *Traffic Safety Act* and elements of the *Gaming, Liquor and Cannabis Act*. They support community safety by complementing the work of police officers in enforcing specific laws and regulations. Community Peace Officers are granted authority within the geographical boundaries of the employer, including one-, two- and three-digit highways.

A Community Peace Officer may hold enhanced authorities to provide additional services to the community that supplement services provided by the police with the consent and participation of the police service of jurisdiction, and with specified and approved training. These enhanced authorities include non-urgent community calls (*Criminal Code* authority for the offences of 'Theft not exceeding \$5000' and 'Mischief not exceeding \$5000'), executing *Criminal Code* warrants including the ability to arrest and release, and the ability to investigate and submit reports involving non-injury motor vehicle collisions.

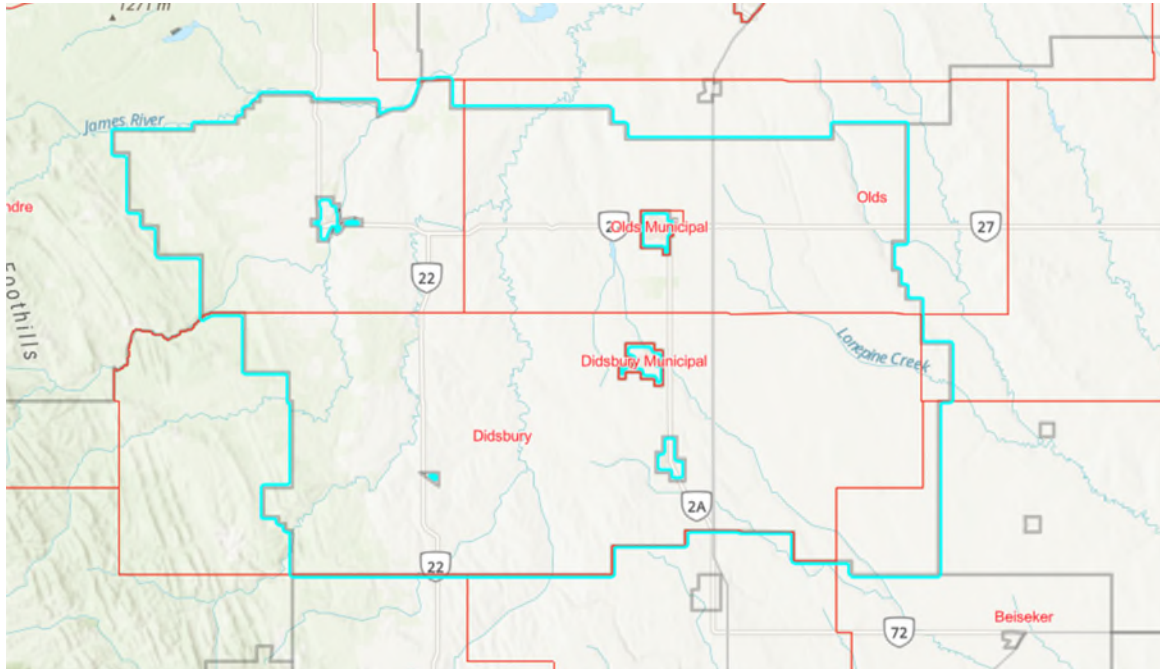
Table 7: Community Peace Officers and Bylaw Officers by Municipality

Municipality	Protective Services Officers
Mountain View County	4 Community Peace Officers
Town of Carstairs	2 Community Peace Officers 1 Bylaw Officer
Town of Didsbury	2 Community Peace Officers
Town of Crossfield	1 Community Peace Officer
Village of Cremona	N/A

Police

The Towns of Carstairs, Town of Didsbury, Village of Cremona and the surrounding rural area of Mountain View County all receive policing services from the RCMP out of the RCMP detachment located in Didsbury. Large portions of Mountain View County also fall into the Olds and Sundre Detachment areas. The figure below details the boundaries of the RCMP detachment areas in red compared to the boundary of Mountain View County in light blue.

Figure 10: Regional Detachment Areas (Mountainview County is outlined in light blue)



The Airdrie RCMP Provincial Detachment (located in the same building as the Airdrie Municipal RCMP and RCMP South District resources) is responsible for policing the Town of Crossfield. Prior to the implementation of the Police Funding Model (PFM), the Town of Carstairs and the Town of Crossfield entered into Memorandums of Understanding (MOU) with the Minister of Justice and Solicitor General to pay for and receive services from an “enhanced member” RCMP position that would be dedicated to each of the towns. These resources work out of the Didsbury and Airdrie Detachments respectively. In 2019/20 when the PFM was implemented, the positions remained but the contributions from the municipalities were transitioned to contributions through the new PFM and they no longer directly paid for a position in the same way as the original enhanced positions. Each enhanced position continues to be dedicated to their specified Town. This enhanced position is dedicated to community policing and community engagement efforts in the Town when on shift unless an urgent operational need arises in the detachment area that requires the support of that individual. This is not to say the other Airdrie provincial resources are not also responding to policing needs in Crossfield in addition to the enhanced position.

Organizational Structure and Staffing Levels

The Didsbury Detachment and Airdrie Provincial Detachment are located in the RCMP South Alberta District, one of four RCMP ‘K’ Division districts. Each district is led by a district commander who reports to the Commanding Officer of “K” Division. The district provides regional services including specialized law enforcement units and victim services.

Figure 11 provides the organizational structure of the Didsbury Detachment and the provincial detachment in Airdrie. The established positions serving the region include ranks such as Staff Sergeant, Sergeant, Corporal, and Constable. Between the two detachments, the area is policed by 27 sworn

officers and three enhanced sworn positions supported by seven public servants and one municipal employee. Sundre and Olds complements were not included in the scope of this study. This information was provided in the 2023 Detachment Profiles created by the RCMP Strategic Analysis and Research Unit in February 2024.

Figure 11: Regional Detachment Organizational Charts based on Authorized Strength (Didsbury Provincial and Municipal and Airdrie Provincial)

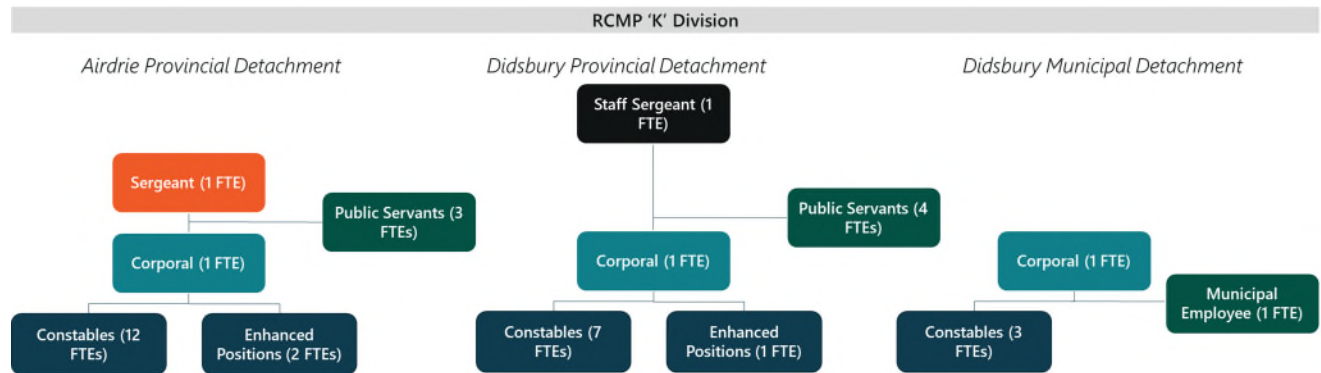


Table 8 provides a summary of the authorized positions serving the regional partners including both sworn officers and civilian staff.

Table 8: Authorized Positions Serving the Regional Partners (based on Detachment Profiles from February 2024)

Established Positions	Staff Sergeant	Sergeant	Corporal	Constable	Enhanced	Public Servants	Municipal Employee	TOTAL
Airdrie Provincial		1	1	12	2	3		19
Didsbury Provincial	1		1	7	1	3	1	14
Didsbury Municipal			1	3			1	5
TOTAL	1	1	3	22	3	6	2	38

The Didsbury municipal complement is four sworn officers, 1 Corporal and 3 Constables and no additional officers were projected in the MPSA Multi-Year Financial Plan (published July 31, 2024) for the next five years. There is one municipal employee currently providing administrative support to the detachment and no additional positions were projected. No comparable analysis was available for the provincially policed areas in the study.

The Town of Didsbury has a detachment building owned by the Town of Didsbury and leased to the RCMP that provides operational space for both the municipal and provincial resources.

The Town of Crossfield is policed out of the Airdrie RCMP building that also includes the Airdrie municipal RCMP and the South District RCMP resources. The Airdrie Provincial Detachment provides

24/7 service and also includes a Crime Reduction Unit that serves the Southern Alberta district area. The work of the Crime Reduction Unit is focused on Crime Prevention and includes a broad range of efforts from offender management efforts to traffic safety depending on the community needs and public safety trends.

Regional Divisional Crime Reduction Unit

The Crime Reduction Unit (CRU) is a team located in each RCMP District dedicated to targeting repeat offenders, particularly in the areas of break and enters, vehicle thefts and thefts of other property. The unit is committed to “increased inter-agency communication, shared criminal intelligence and a strategic focus on repeat property crime offenders, in keeping with the K Division emphasis on crime reduction strategies.”³

The Southern Alberta CRU assists on files for detachments in addition to their own project files driven by crime data analytics as well. There are also instances where the main file they are working on will then have several branching files out of several detachment areas due to the crime series of that offender. For reporting purposes, **CRU’s work may only be attributed to a main file and not related occurrence files which may limit the number of files attributed to the CRU below. Additionally, older files have been purged, which also limits the demonstrated CRU involvement.**

The following shows the CRU activity counts in select Southern Alberta District. These activities represent a main file that may have multiple other files connected by a crime series. Examples of this could include a series of break ins attributed to one offender, or investigative activities related to a single suspect. If an activity took place in multiple regions, it has been included as a count in all areas resulting in double counting of activities.

File activity ranged across the Southern Alberta District, with the majority of activity over the past five years partially or fully taking place in Didsbury. While this is largely attributed to the number of activities in 2021, in each year the most files took place in Didsbury. Following Didsbury, Carstairs, Olds, Crossfield and Airdrie make up the top five locations for CRU file activity.

Table 9: CRU Southern Alberta Activities

	2020	2021	2022	2023	2024	2025 (To Date)	Total
Didsbury	7	29	9	6	5		56
Carstairs	1	2	3	3		1	10
Olds	2	4	1		1		8
Crossfield	2	2	1	1		1	7

³ RCMP adds officers to streets with Southern Alberta Crime Reduction Team <https://www.blueline.ca/rcmp-southern-alberta-crime-reduction-teams-set-up-as-part-of-8-million-investment-5313/>

	2020	2021	2022	2023	2024	2025 (To Date)	Total
Airdrie	1	2		1		2	6
Calgary	1	3			1		5
Sundre		3					3
Innisfail		3					3
Strathmore	1				1		2
Three Hills	1	1					2
Okotoks					1		1
Tsuut'ina Nation					1		1
Turner Valley					1		1
Cochrane					1		1
Mountain View County				1			1
Water Valley				1			1
Coronation			1				1
Red Deer		1					1
Drumheller		1					1
Langdon	1						1
High River	1						1
Chestermere	1						1
Lacombe	1						1
Blackfalds	1						1
Sylvan Lake	1						1

The district teams are currently working out of the same detachment as the Airdrie rural and Airdrie municipal resources.

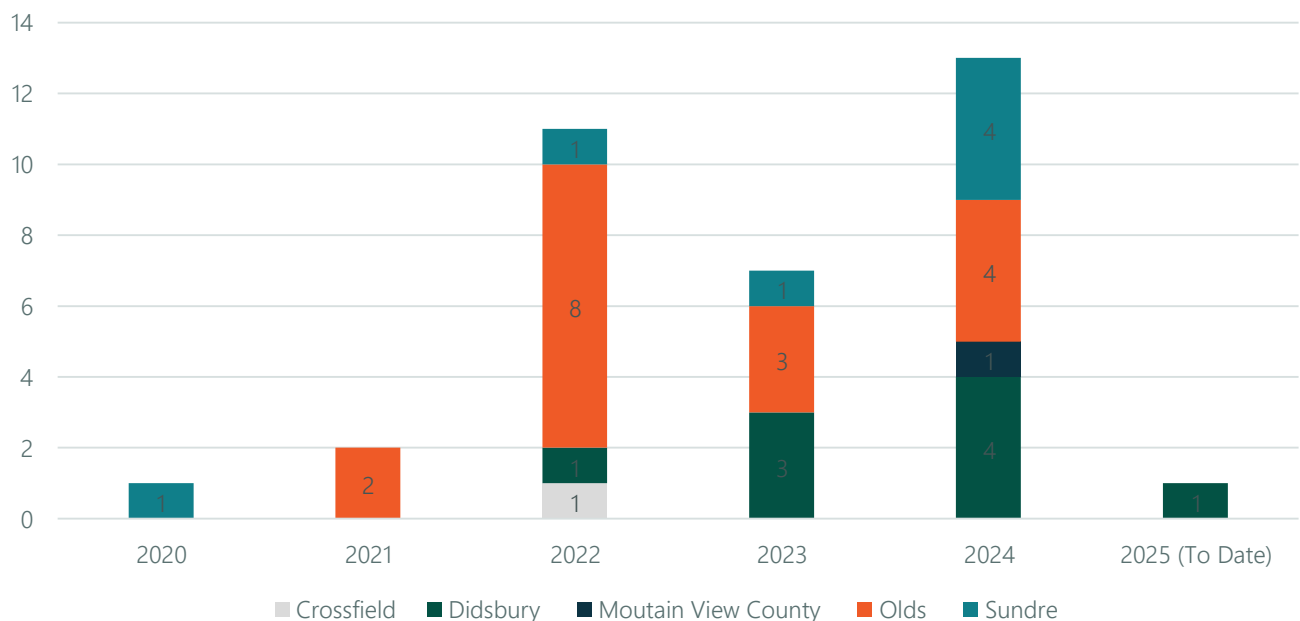
Regional Divisional General Investigation Services (GIS)

The General Investigations Section (GIS) is a support unit for serious crime investigations. They support individual detachments with assistance on serious, complex and/or multi-jurisdictional investigations. There are two provincial GIS teams located in Edmonton and Airdrie, with the Airdrie team primarily supporting the Southern Alberta District.

The Southern Alberta GIS team has a mandate to support all detachments in Southern Alberta, particularly those detachments who do not have GIS Units. Based on the complexity, location, and expertise required, the GIS unit may assume some files in their entirety. They also assist detachments with certain tasks such as authoring Judicial Authorizations, conducting statements outside of a detachment jurisdiction, completing file reviews etc.

The following table outlines the number of files created for GIS response within the partner municipalities (Town of Didsbury, Town of Carstairs, Village of Cremona, Mountain View County and the Town of Crossfield) and other nearby municipalities, Sundre and Olds between 2020 – 2025 (To Date), as provided by the Southern Alberta District. Data was not available for the entire Southern Area District for comparison therefore the following is specific to the region of this study and does not compare file load to the rest of SAD.

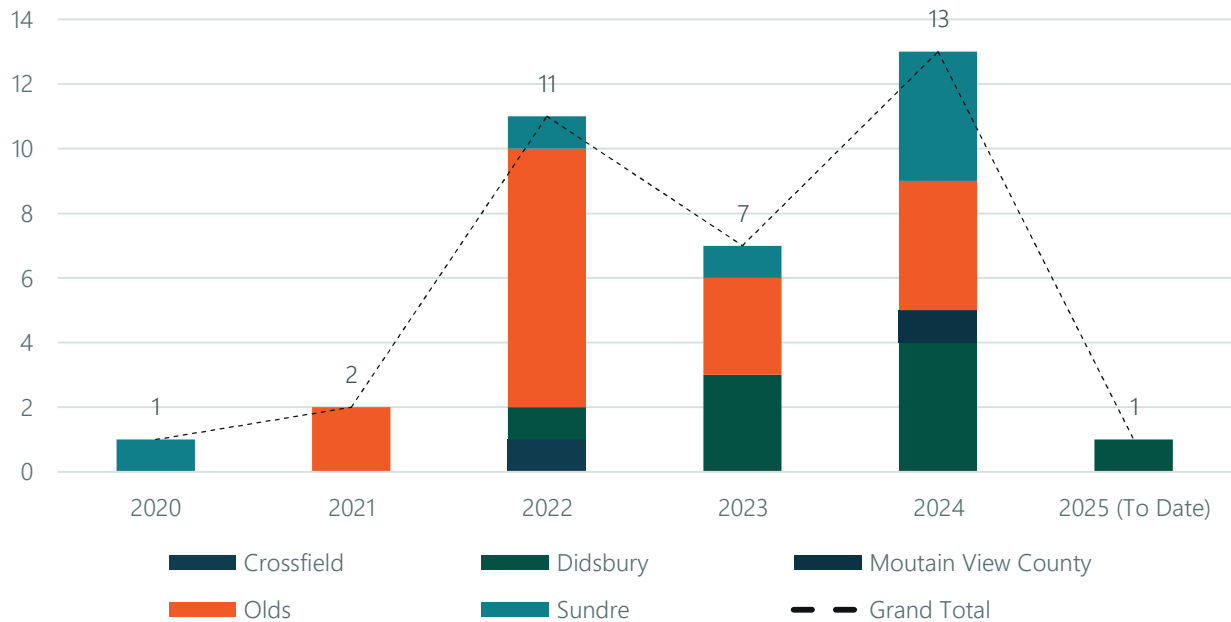
Figure 12: GIS Files in Region of Study, 2020 – 2025 (To Date)



The Southern Alberta District estimated that the GIS unit takes on approximately 60 files per year. However, they noted their mandate continues to expand and are increasingly taking on more types of investigations. The number of 60 is expected to increase as an average as a result. The identified

municipalities together had an average of 6.8 files per year between 2020 – 2024, making up approximately 11% of the district GIS file load.

Figure 13: Regional GIS File Load, 2020 - 2025 (To Date)



Governance

There currently are no governance or advisory groups involving any of the potential regional partners. The RCMP detachment commanders report to the municipal elected and administrative leadership individually.

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 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 (the *RCMP Act*) 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, beginning 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 Public Safety and Emergency Services, the board helps establish transparent and accountable policing practices, enhancing public confidence in law enforcement.

At this time none of the partner municipalities that receive policing under the PPSA participate on this committee.

Service Delivery

The following section provides the historical regional policing activity trend analysis. The analysis includes statistical analysis, trend analysis and occurrence type analysis to better understand the public safety activity and demand on police in the region. The Town of Carstairs, Village of Cremona and Mountainview County are captured in the Didsbury (provincial) data and the Town of Crossfield's

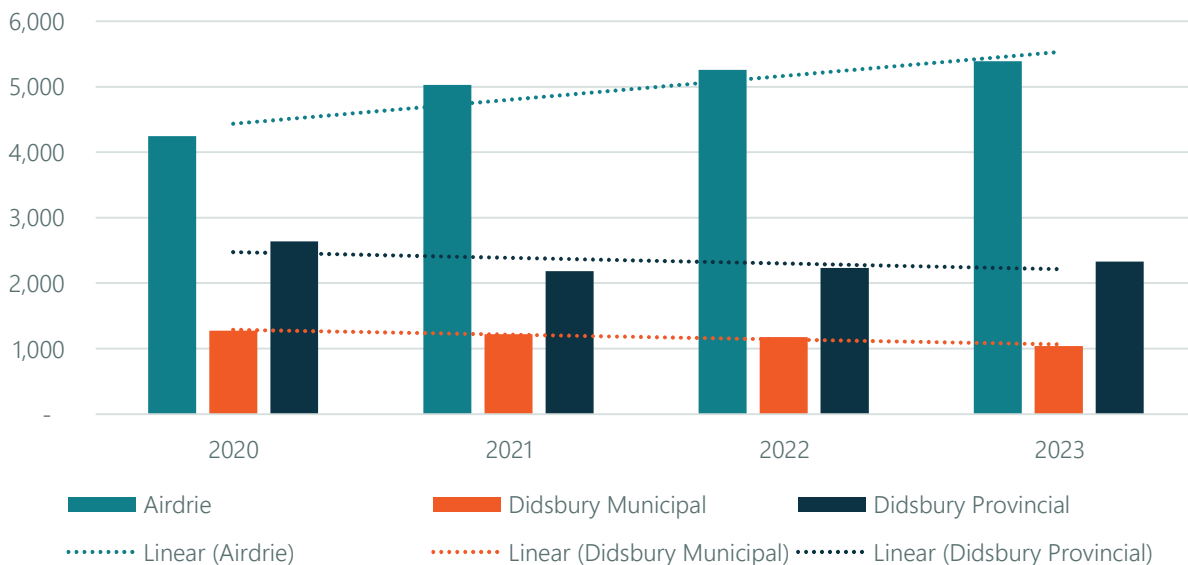
policing activity is reflected in the Airdrie Provincial statistics. The Airdrie Provincial data does capture policing activity from outside the area of study included in this report.

Calls for Service⁴

A trend analysis is included below to demonstrate the current level of demand for policing services in the communities. Trends form an important part of the overall picture but cannot be 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 occurrences. 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.

Figure 14 below provides a visual representation of the annual calls for services for the Airdrie Provincial Detachment and the Didsbury Detachment from 2020 through 2023. As shown, the annual calls for service have decreased over a four-year period for both Didsbury provincial and municipal and increased for the Airdrie provincial area.

Figure 14: Policing Calls for Service, Airdrie Provincial, Didsbury Municipal and Didsbury Provincial, 2020-2023

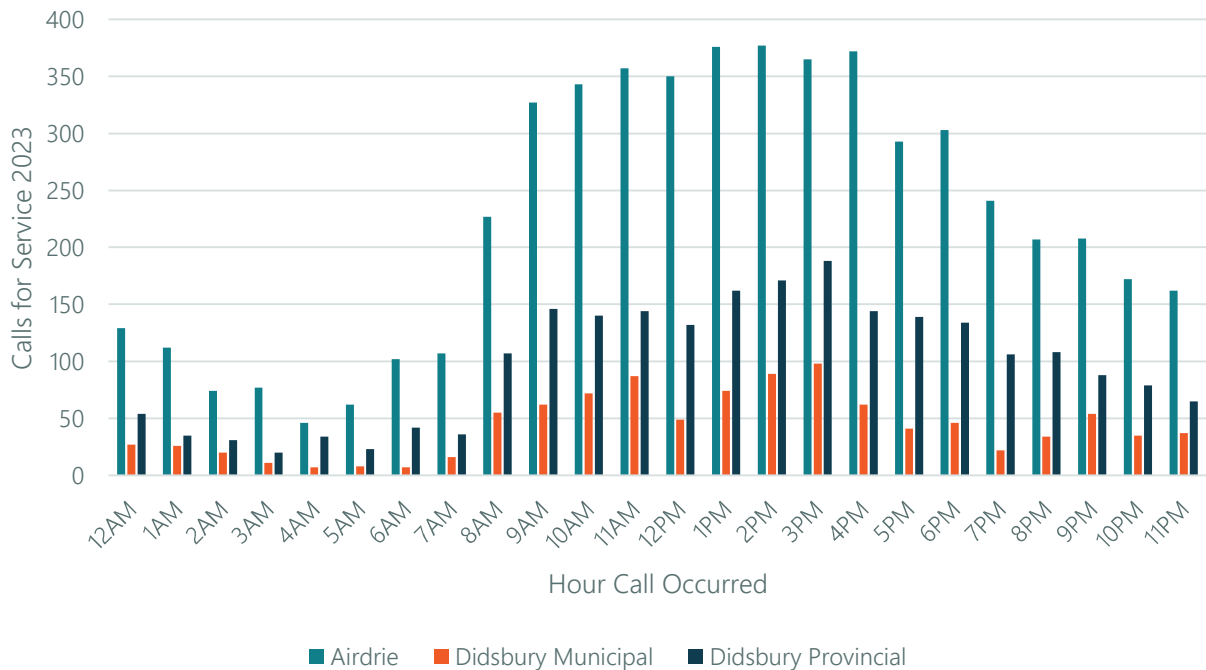


The operational hours for the Didsbury Detachment are 8:00am until 4:00am, requiring 4 hours of operational readiness. The Airdrie Provincial Detachment is operational 24/7. Figure 15 shows the average annual calls for service during each hour of the day based on calls reported in 2023 for the Airdrie provincial and Didsbury detachment. This chart illustrates the times of peak demand and how

⁴ Sourced from Airdrie Provincial Detachment Calls for Service Report – January – December 2023, Didsbury Provincial Detachment Calls for Service Report – January – December 2023, Didsbury Municipal Detachment Calls for Service Report – January – December 2023

many calls are received annually during each one-hour period throughout the day. As shown below, annual calls for service for each jurisdiction tend to peak in the early afternoon.

Figure 15: Annual Calls for Service by Time of Day, Airdrie Provincial, Didsbury Municipal and Didsbury Provincial, 2023



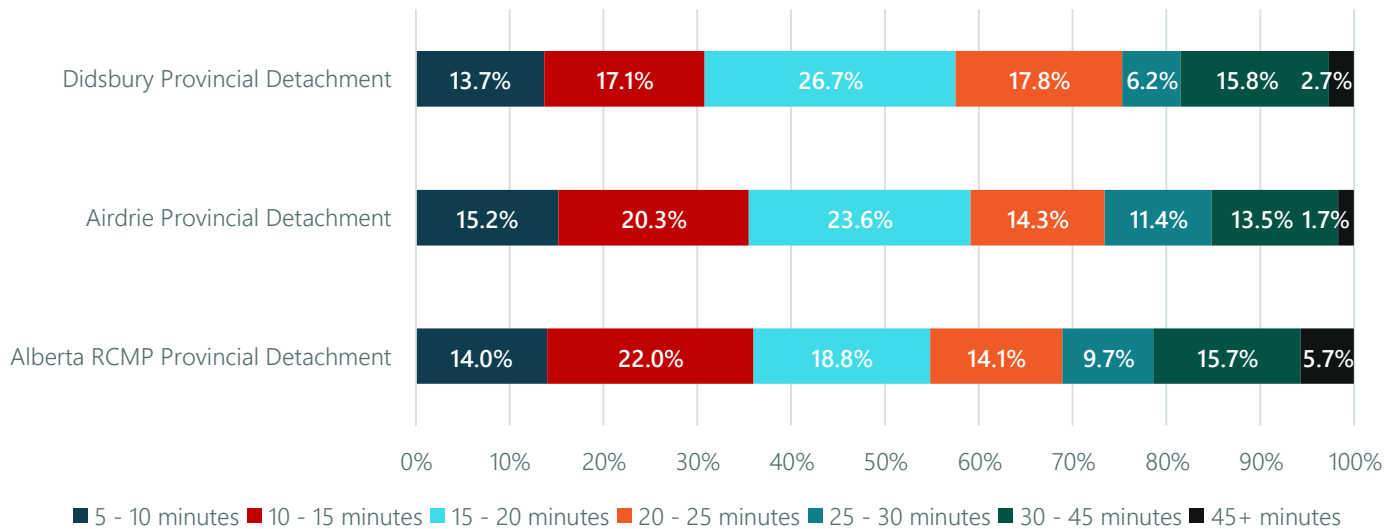
Response and Travel Time

The efficiency and effectiveness of law enforcement agencies are often measured by their ability to respond swiftly to emergency situations. This section examines the response times for Priority 1 and 2 calls for service in 2023, which require urgent attention, comparing the Airdrie Provincial Detachment, Didsbury Provincial and Municipal Detachments to the averages of other RCMP municipal and provincial detachments across Alberta.

It should be noted that to calculate total response times, 4.75 minutes is added to Priority 1 and 6.25 minutes is added to Priority 2 trips to account for queue time, call length, file maintenance, and dispatch.

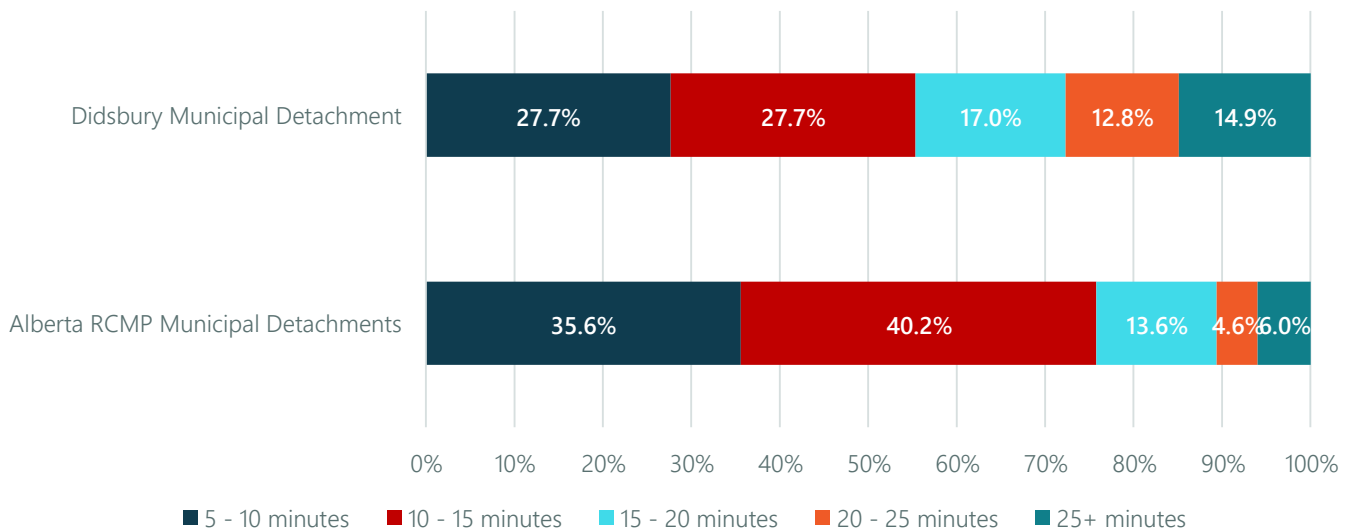
The average response times for a provincial detachment in Alberta was 21.7 minutes, higher than both the Airdrie Provincial Detachment average response time of 18.2 minutes and the Didsbury Provincial Detachment average response time of 20.6 minutes in 2023. It is important to note that these are for the entire detachment area and are not specific to any individual municipality.

Figure 16: Total Response Times for Didsbury Provincial, Airdrie Provincial and Alberta RCMP Provincial Detachment K Division



When comparing the average response times of the Didsbury Municipal Detachment to the average Alberta Municipal Detachment, Didsbury Municipal had a lower response time of 11.3 minutes compared to 13.1 minutes in 2023.

Figure 17: Total Response Times for Carstairs and Alberta RCMP Municipal Detachment K Division



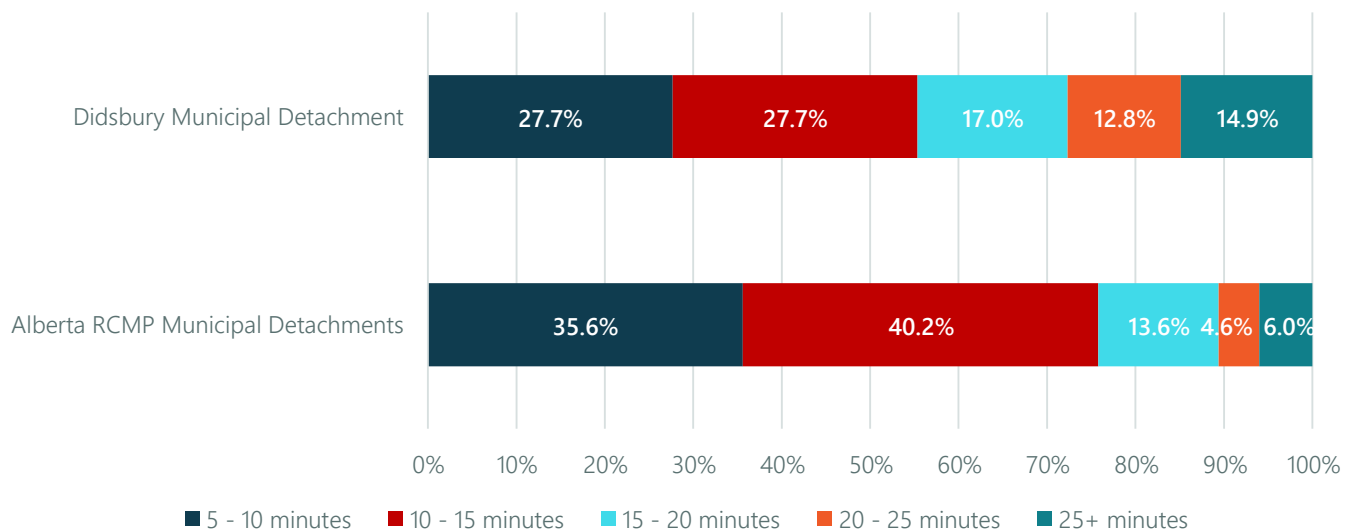
Response Time Analysis for Carstairs

Average response time is also recorded for each call for service. The following graph compares the response times for priority 1 and 2 calls in the Town of Carstairs’ with the Alberta RCMP Municipal Detachment K Division response times. The average for Alberta RCMP Municipal Detachments (K Division) was taken for all calls in 2023 while the Town of Carstairs used an average over three years (2021-2023) to ensure a representative average. Overall, the average response time for the Town of

Carstairs is 4.7 minutes longer than the average Alberta RCMP Municipal Detachment, (17.8 minutes versus 13.1 minutes). Over half of the calls for the Town of Carstairs have a response time of over 15 minutes compared to approximately 25% of calls for the average Alberta RCMP Municipal Detachment.

This analysis was specifically requested by the Town of Carstairs from the RCMP prior to this project, and was not available for the partner municipalities included in this study.

Figure 18: Total Response Times for Carstairs and Alberta RCMP Municipal Detachment K Division



Occurrence Analysis

Occurrences by Geography

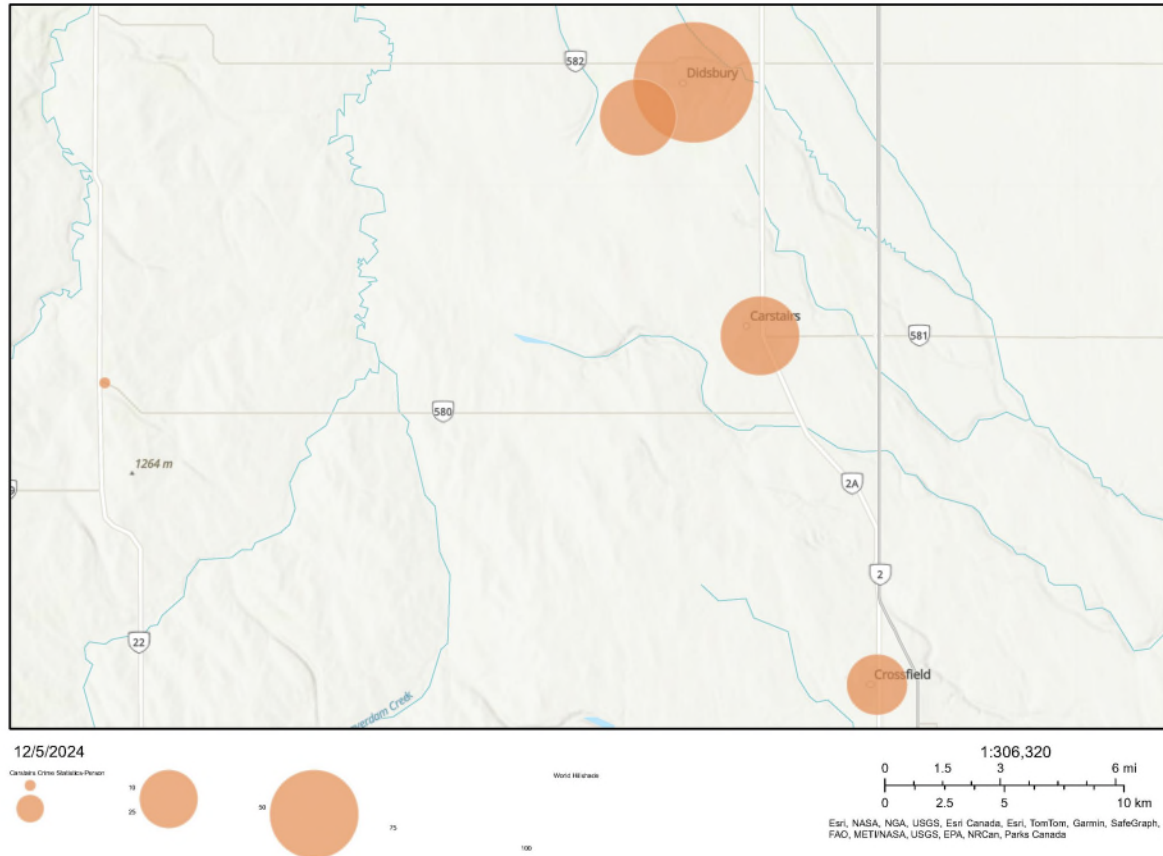
Utilizing occurrence data broken down by geography, assumptions can be drawn about where resources and officer time is in highest demand.

The occurrence numbers illustrated through the maps below were provided by the K Division Criminal Intelligence Branch for the years 2020 – 2023.

The occurrences attributed to the Town of Carstairs, Mountain View County (the region outside of the other municipalities listed) and the Village of Cremona was derived from the Didsbury Provincial Detachment occurrence data. The Town of Crossfield occurrences were derived from the Airdrie Provincial detachment occurrence data and the Town of Didsbury occurrence data was derived from the Didsbury Municipal detachment occurrence data.

The following map shows the distribution of occurrences related to crimes against persons, with the majority occurring in Didsbury and its surrounding area, but with still significant amounts in the Town of Carstairs and Town of Crossfield, and a smaller concentration in the Village of Cremona. It is important to note that the map displays of concentration (size of the circles) are relative to other circles within the same map, and not between different maps. Mountainview County data is demonstrated by the circle located to the left of the circle right on the Town of Didsbury.

Crime Statistics - Crimes Against Persons (Average 2020-2023)



The table below provides more detail on crimes against person occurrences. The Town of Didsbury had the highest total average crimes against person occurrences, and all communities in the region experienced increases in Crimes Against Persons between 2020 and 2023.

Table 10: Crimes Against Person Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Town of Didsbury	98	122	95	107	106	5%	35%
Town of Carstairs	70	82	44	72	67	11%	22%
Mountainview County	41	62	62	95	65	35%	22%
Town of Crossfield	41	46	70	51	52	12%	17%
Village of Cremona	6	24	14	2	12	58%	4%

Property crime occurrences show similar results with the majority of occurrences taking place in Didsbury.

Crime Statistics - Property Crimes (Average 2020-2023)

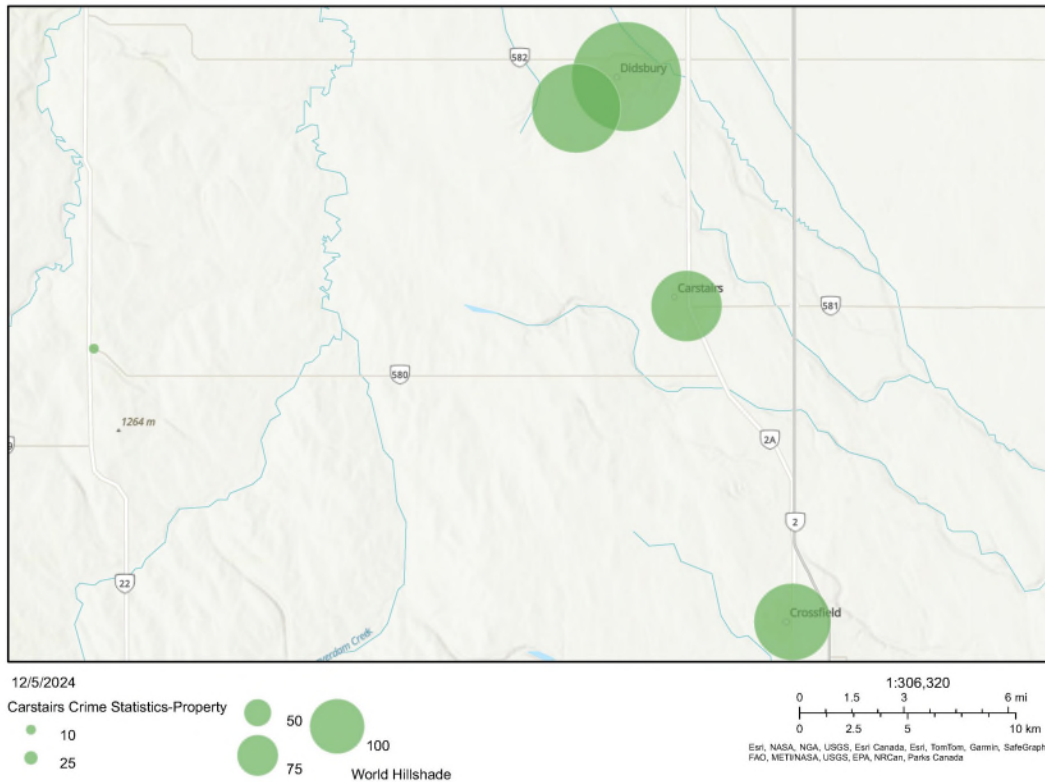


Table 11 provides a summary of property crime occurrences by location from 2020 to 2023. As shown, the Town of Didsbury experienced the highest average property crime occurrences. All the municipalities experienced a decrease in property crime between 2020 and 2023.

Table 11: Property Crime Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Town of Didsbury	298	256	164	162	220	-17%	33%
Mountain View County	209	183	133	124	162	-16%	24%
Town of Crossfield	132	150	162	117	140	-2%	21%
Town of Carstairs	132	140	121	124	129	-2%	19%
Village of Cremona	20	24	19	12	19	-13%	3%

Other criminal code refers to criminal code occurrences that are not crimes against persons or properties. This includes offensive weapons, disturbing the peace, fail to comply and others. The below map illustrates where the majority of occurrences are located.

Crime Statistics - Other Criminal Code (Average 2020-2023)

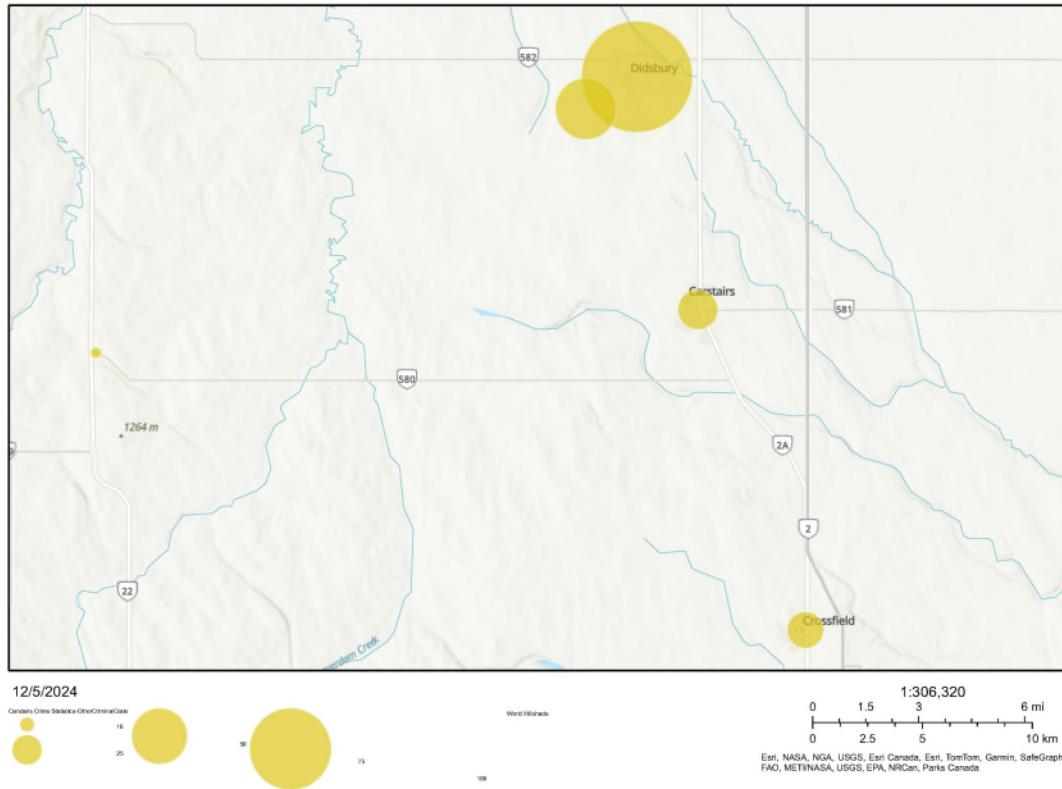


Table 12 demonstrates that the Town of Didsbury experienced the highest average *for* other criminal code occurrences. All municipalities with the exception of the Town of Crossfield are also experiencing an increasing trend.

Table 12: Other Criminal Code Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Town of Didsbury	122	130	120	125	125	1%	49%
Mountain View County	49	58	47	67	55	14%	22%
Town of Carstairs	35	27	34	42	35	9%	14%
Town of Crossfield	33	42	35	15	31	-16%	12%
Village of Cremona	7	4	11	3	6	20%	2%

As shown in the following map, when all criminal occurrences are considered in the analysis, Didsbury had the highest annual increase and was growing at the largest rate.

Crime Statistics - Total Criminal Code (Average 2020-2023)

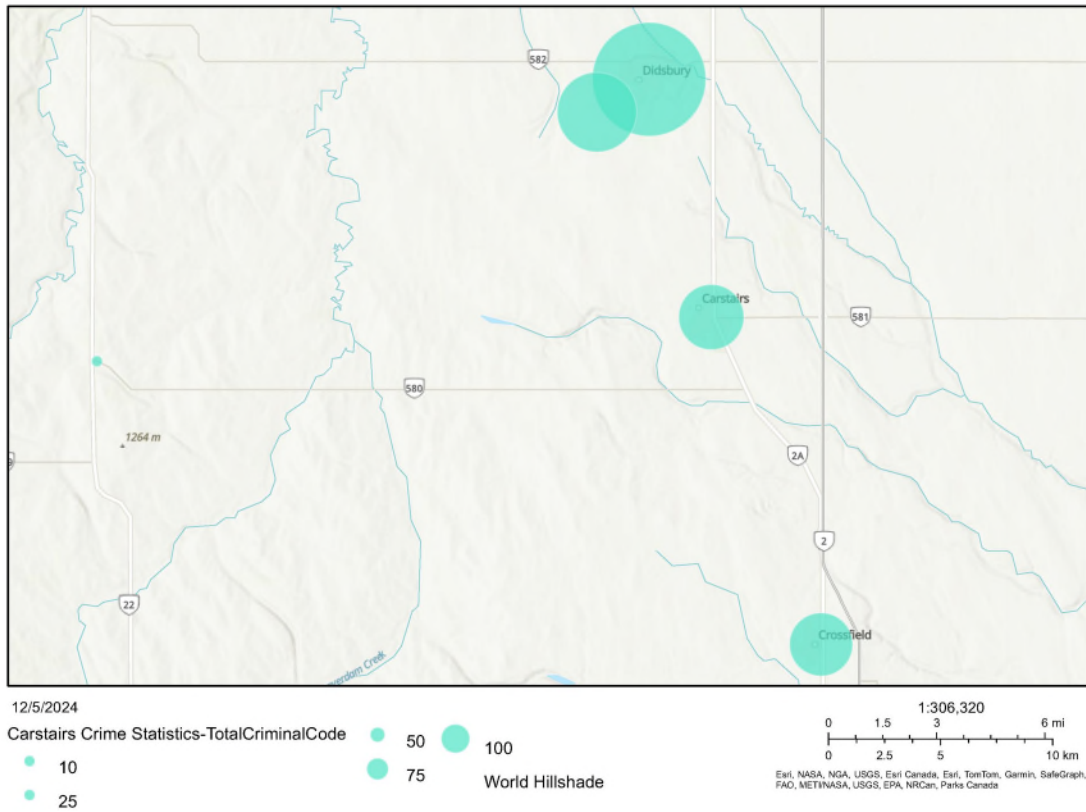


Table 13 shows that both the Town of Carstairs is the only municipality experiencing overall growth in total criminal occurrences.

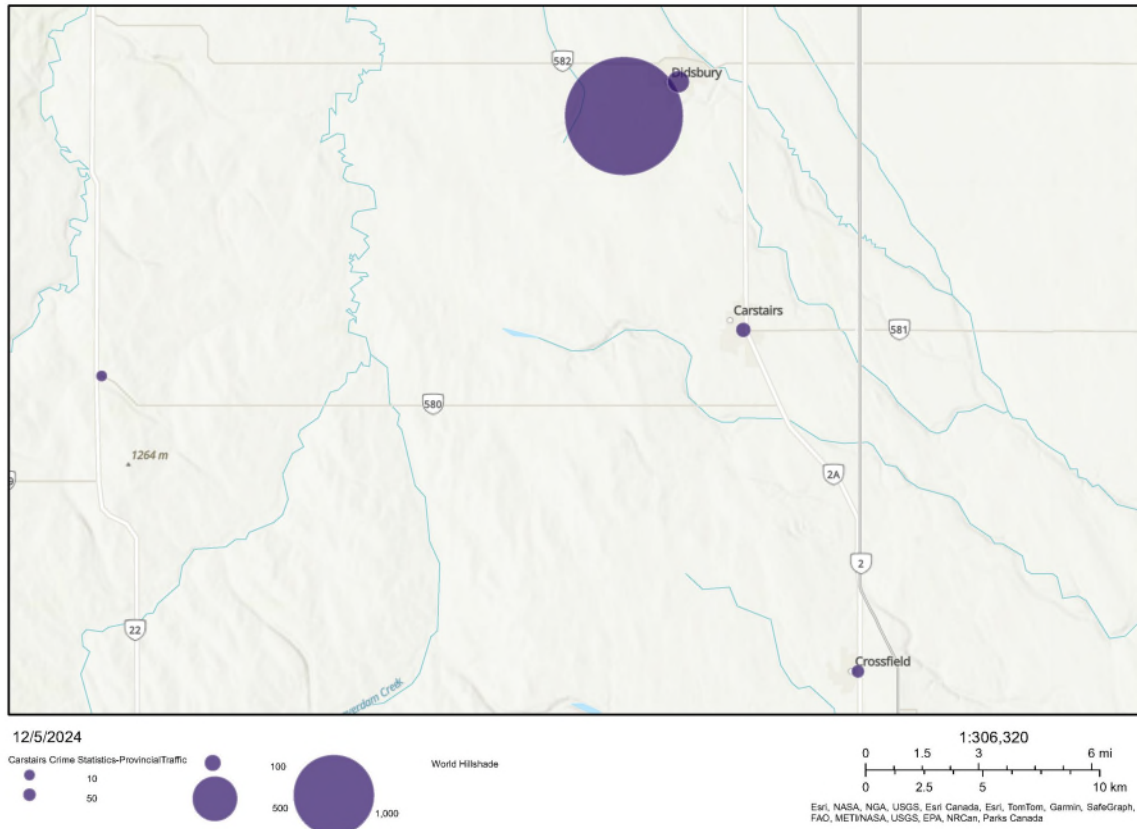
Table 13: Total Criminal Code Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Town of Didsbury	518	508	379	394	450	-8%	37%
Mountainview County	299	303	242	286	283	0%	23%
Town of Carstairs	237	249	199	238	231	2%	19%
Village of Cremona	33	52	44	17	37	-6%	3%
Town of Crossfield	206	238	267	183	224	-1%	18%

The following map shows that Mountain View County has the highest annual provincial traffic calls. Again, it is important to note that while Mountain View County appears for the sake of analysis

immediately beside the Town of Didsbury, although occurrences are spread over a large geographical area.

Crime Statistics - Provincial Traffic (Average 2020-2023)



Provincial Traffic occurrence data was only available for two years resulting in limited trend analysis. Table 14 demonstrates that between 2022 and 2023 Mountain View County had the highest average annual traffic occurrences accounting for 80% of the total occurrences in the region, but saw a drop in activity between those two points in time. High provincial traffic occurrences within Mountain View County are likely driven by the presence and location of Highway 22, Secondary Highway 580, 581, and 582, and the Queen Elizabeth II Highway being within the County. These highways would result in higher traffic volumes along these corridors and thus higher provincial traffic occurrences.

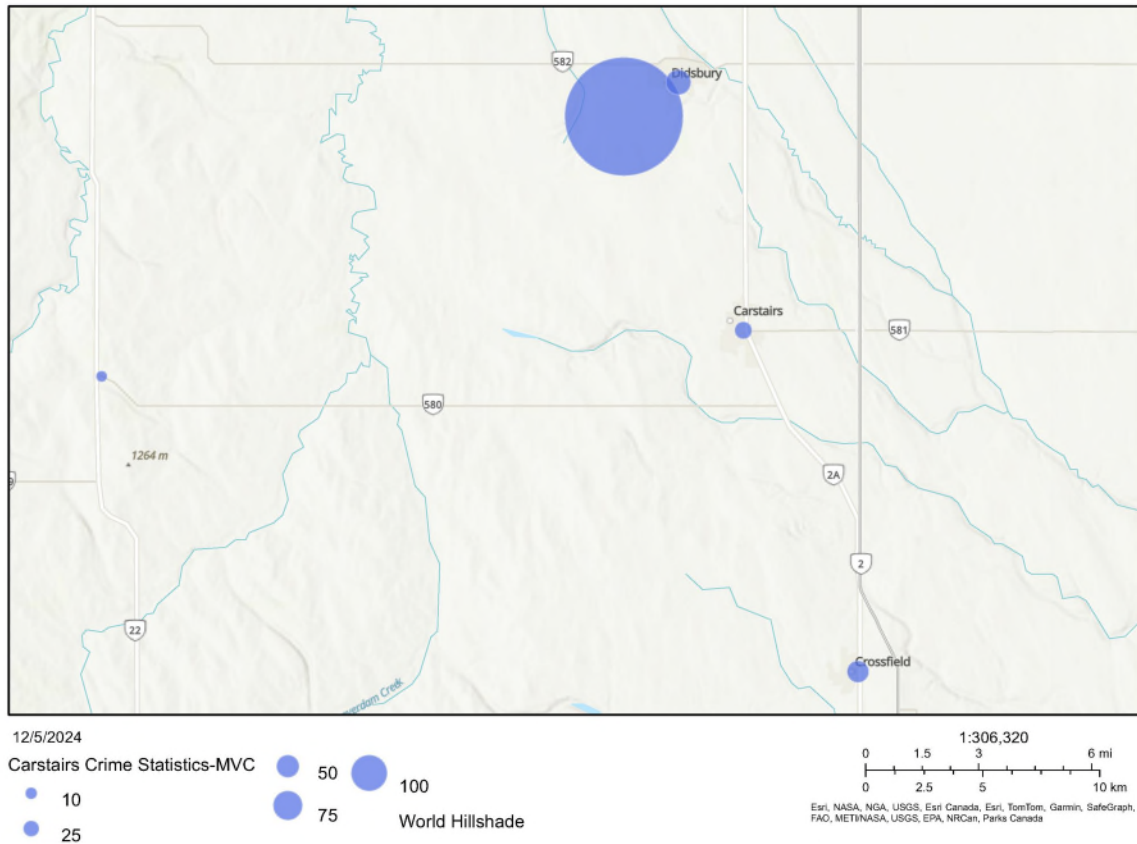
Table 14: Provincial Traffic Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Mountain View County	N/A	N/A	1,650	1,396	1,523	-15%	80%
Town of Didsbury	N/A	N/A	251	182	217	-27%	11%

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Town of Carstairs	N/A	N/A	65	91	78	40%	4%
Town of Crossfield	N/A	N/A	49	55	52	12%	3%
Village of Cremona	N/A	N/A	31	23	27	-26%	1%

Related to traffic safety and traffic occurrences in Mountain View County, average annual motor vehicle collision occurrences are primarily concentrated in Mountain View County.

Crime Statistics - MVC (Average 2020-2023)



The Town of Crossfield was the only municipality to experience an average annual increase in motor vehicle collisions between 2022 and 2023.

Table 15: Total Motor Vehicle Collision Occurrences 2020-2023 By Location

Municipality	2020	2021	2022	2023	Average	Average Growth Rate	Proportion of Total Average Occurrences
Mountain View County	N/A	N/A	408	401	405	-2%	74%
Town of Didsbury	N/A	N/A	63	53	58	-16%	11%
Town of Crossfield	N/A	N/A	44	50	47	14%	9%
Town of Carstairs	N/A	N/A	31	30	31	-3%	6%
Village of Cremona	N/A	N/A	10	5	8	-50%	1%

Of analyzed occurrence categories, the Town of Didsbury had the highest volume of occurrences for the region with the exceptions of Provincial Traffic and Motor Vehicle Collisions which were both highest in Mountain View County. Occurrences in both Didsbury and Carstairs demonstrated annual average increases in most of the occurrence categories.

Table 16: Occurrence Proportionate Distribution Across Municipalities (Average 2020-2023)

Municipality	Persons Crime	Property Crime	Other Criminal Code	Total Criminal Code	Prov Traffic	Motor Vehicle Collisions
Town of Didsbury	35%	33%	49%	37%	11%	11%
Town of Carstairs	22%	19%	14%	19%	4%	6%
Mountainview County	22%	24%	22%	23%	80%	74%
Town of Crossfield	17%	21%	12%	18%	3%	9%
Village of Cremona	4%	3%	2%	3%	1%	1%

Table 17: Summary of Occurrences Average Annual Change

Municipality	Person Crime	Property Crime	Other Criminal Code	Total Criminal Code	Provincial Traffic	MVC
Town of Carstairs	11%	-2%	9%	2%	40%	-3%
Town of Didsbury	5%	-17%	1%	-8%	-27%	-16%

Municipality	Person Crime	Property Crime	Other Criminal Code	Total Criminal Code	Provincial Traffic	MVC
Town of Crossfield	12%	-2%	-16%	-1%	12%	14%
Mountain View County	35%	-16%	14%	0%	-15%	-2%
Village of Cremona	58%	-13%	20%	-6%	-26%	-50%

Occurrences by Municipality⁵

The following tables describes occurrences by municipality, as opposed to the detachment responding. All municipalities experienced an increasing trend in occurrences over the period 2020-2023, The Town of Carstairs experiencing a rate of 19%, the Town of Didsbury experiencing a 14% average annual growth rate, Mountain View County experiencing a 14% rate (when excluding the large increase of "Other Provincial Traffic due to previous non-reporting), the Village of Cremona expiring a 30% rate and the Town of Crossfield experience a rate of 17%.

For each of the jurisdictions, there were significant fluctuations among all categories. It should be noted, however that some categories showing significant variations had a small number of offences recorded and therefore will naturally have exaggerated percentage increases.

Table 18: Summary of Criminal Code Offences for Town of Carstairs

Town of Carstairs						
Category	2020	2021	2022	2023	Annual Average	Average Annual Growth Rate
Other Provincial Traffic	N/A	N/A	61	86	74	N/A
Theft Under \$5,000	30	41	22	27	30	4%
Other Provincial Stats	N/A	N/A	34	23	29	N/A
Fraud	19	25	30	34	27	22%
Assault	24	37	18	27	27	18%
Mischief - Damage To Property	23	16	24	18	20	-2%
Mischief - Other	27	26	13	12	20	-20%
Mental Health Act	N/A	N/A	20	19	20	N/A
Property Damage MVC (Reportable)	9	14	28	24	19	47%
Uttering Threats	23	18	10	19	18	8%
Break & Enter	14	16	16	12	15	-4%
Theft of Motor Vehicle	13	13	10	15	13	9%

⁵Data provided by the K Division Criminal Intelligence Branch

Criminal Harassment	15	13	11	11	13	-10%
Fail to Comply & Breaches	11	8	14	16	12	21%
Other Criminal Code	11	15	9	13	12	14%
Municipal By-laws	N/A	N/A	13	10	12	N/A
Criminal Code Traffic	13	11	8	12	11	2%
Disturbing the peace	12	2	8	10	8	81%
Sexual Assaults	3	6	3	7	5	61%
Property Damage MVC (Non Reportable)	N/A	N/A	3	6	5	N/A
Roadside Suspension - Alcohol (Prov)	N/A	N/A	4	5	5	N/A
Liquor Act	N/A	N/A	1	7	4	N/A
Possession Stolen Goods	4	1	4	5	4	83%
Other Sexual Offences	3	5	0	3	3	N/A
Extortion	1	3	2	4	3	89%
Offensive Weapons	1	2	3	3	2	50%
Drug Enforcement - Possession	2	4	2	0	2	-17%
Theft Over \$5,000	1	2	2	1	2	17%
Drug Enforcement - Trafficking	0	1	2	1	1	N/A
Municipal By-laws Traffic	N/A	N/A	1	1	1	N/A
Offences Related to Death	1	0	0	1	1	N/A
Federal - General	2	0	0	0	1	N/A
Cannabis Act	N/A	N/A	1	0	1	N/A
Other Traffic	N/A	N/A	1	0	1	N/A
Arson	1	0	0	0	0	N/A
Drug Enforcement - Other	0	0	0	1	0	N/A
Injury MVC	0	1	0	0	0	N/A
Total Occurrences	263	280	378	433	413	19%

Table 19: Summary of Criminal Code Offences for the Town of Didsbury

Town of Didsbury						
Category	2020	2021	2022	2023	Annual Average	Average Annual Growth Rate
Other Provincial Traffic	N/A	N/A	242	177	210	N/A
Mental Health Act	N/A	N/A	99	54	77	N/A
Fail to Comply & Breaches	53	62	67	83	66	16%
Theft Under \$5,000	84	79	38	35	59	-22%

Other Provincial Stats	N/A	N/A	46	48	47	N/A
Property Damage MVC (Reportable)	35	45	48	49	44	12%
Mischief - Damage To Property	46	59	38	28	43	-11%
Assault	43	58	29	38	42	5%
Fraud	38	24	28	41	33	9%
Disturbing the peace	44	37	30	11	31	-33%
Mischief - Other	31	33	24	27	29	-3%
Uttering Threats	30	35	20	24	27	-2%
Break & Enter	37	31	14	11	23	-31%
Municipal By-laws	N/A	N/A	28	15	22	N/A
Criminal Harassment	14	13	24	26	19	29%
OTHER CRIMINAL CODE	21	15	16	21	18	3%
Theft of Motor Vehicle	33	15	12	6	17	-42%
Possession Stolen Goods	22	11	9	8	13	-26%
Criminal Code Traffic	16	9	7	20	13	40%
Offensive Weapons	4	16	6	10	9	101%
Sexual Assaults	4	6	15	7	8	49%
Drug Enforcement - Possession	5	10	5	12	8	63%
Property Damage MVC (Non Reportable)	N/A	N/A	11	2	7	N/A
Roadside Suspension - Alcohol (Prov)	N/A	N/A	8	5	7	N/A
Drug Enforcement - Trafficking	0	10	5	7	6	N/A
Other Sexual Offences	4	7	2	7	5	85%
Liquor Act	N/A	N/A	7	2	5	N/A
Theft Over \$5,000	5	4	1	6	4	135%
Extortion	3	0	5	3	3	N/A
Injury MVC	2	1	4	2	2	67%
Federal - General	4	0	3	1	2	N/A
Other Traffic	N/A	N/A	2	1	2	N/A
Robbery	0	1	0	1	1	N/A
Kidnapping/Hostage/Abduction	0	2	0	0	1	N/A
Arson	2	0	0	0	1	N/A
Cannabis Enforcement	0	0	1	1	1	N/A
Cannabis Act	N/A	N/A	1	0	1	N/A
Municipal By-laws Traffic	N/A	N/A	0	1	1	N/A
Roadside Suspension - Drugs (Prov)	N/A	N/A	1	0	1	N/A

Drug Enforcement - Production	0	1	0	0	0	N/A
Offences Related to Death	0	0	0	1	0	N/A
Total Occurrences	580	584	896	791	903	14%

Table 20: Summary of Criminal Code Offences for Mountain View County

Mountain View County						
Category	2020	2021	2022	2023	Annual Average	Average Annual Growth Rate
Other Provincial Traffic	N/A	N/A	1,630	1,379	1,505	N/A
Property Damage MVC (Reportable)	248	219	304	312	271	10%
Other Provincial Stats	N/A	N/A	48	63	56	N/A
Property Damage MVC (Non Reportable)	N/A	N/A	58	36	47	N/A
Criminal Code Traffic	47	38	41	36	41	-8%
Mental Health Act	N/A	N/A	38	37	38	N/A
Injury MVC	13	34	44	51	36	69%
Mischief - Damage To Property	31	45	29	22	32	-5%
Theft Under \$5,000	50	25	26	22	31	-20%
Break & Enter	27	38	25	22	28	-2%
Assault	21	28	26	35	28	20%
Mischief - Other	28	23	13	24	22	8%
Fail to Comply & Breaches	20	16	22	25	21	10%
Fraud	24	19	23	9	19	-20%
Uttering Threats	11	15	20	24	18	30%
Roadside Suspension - Alcohol (Prov)	N/A	N/A	18	15	17	N/A
Other Criminal Code	15	16	9	23	16	39%
Possession Stolen Goods	22	10	8	11	13	-12%
Offensive Weapons	5	14	13	15	12	63%
Theft of Motor Vehicle	21	10	5	10	12	-1%
Criminal Harassment	6	9	8	16	10	46%
Liquor Act	N/A	N/A	5	10	8	N/A
Disturbing the peace	9	12	3	4	7	-3%
Other Traffic	N/A	N/A	7	4	6	N/A
Municipal By-laws	N/A	N/A	2	7	5	N/A
Theft Over \$5,000	3	8	3	3	4	35%
Drug Enforcement - Possession	1	4	7	3	4	106%

Sexual Assaults	1	5	4	3	3	118%
Kidnapping/Hostage/Abduction	1	2	0	8	3	N/A
Other Sexual Offences	1	1	2	6	3	100%
Arson	3	5	1	1	3	-4%
Drug Enforcement - Trafficking	0	0	5	3	2	N/A
Roadside Suspension - Drugs (Prov)	N/A	N/A	2	2	2	N/A
Federal - General	4	1	0	2	2	N/A
Cannabis Act	N/A	N/A	2	1	2	N/A
Fatals	0	2	2	2	2	N/A
Extortion	0	0	1	3	1	N/A
Offences Related to Death	0	2	1	0	1	N/A
Drug Enforcement - Production	3	0	0	0	1	N/A
Municipal By-laws Traffic	N/A	N/A	0	1	1	N/A
Total Occurrences	615	601	2,455	2,250	2,322	99%

Table 21: Summary of Criminal Code Offences for Village of Cremona

Village of Cremona						
Category	2020	2021	2022	2023	Annual Average	Average Annual Growth Rate
Other Provincial Traffic	N/A	N/A	28	22	25	N/A
Mental Health Act	N/A	N/A	5	13	9	N/A
Criminal Code Traffic	6	4	5	4	5	-9%
Property Damage MVC (Reportable)	0	4	9	5	5	N/A
Mischief - Damage To Property	4	5	2	6	4	55%
Theft Under \$5,000	5	5	4	1	4	-32%
Assault	2	8	4	0	4	50%
Criminal Harassment	1	9	3	1	4	222%
Other Provincial Stats	N/A	N/A	3	4	4	N/A
Break & Enter	1	6	4	0	3	122%
Mischief - Other	4	1	2	2	2	8%
Robbery	2	1	5	0	2	83%
Fraud	3	5	0	0	2	N/A
OTHER CRIMINAL CODE	1	1	5	1	2	107%
Municipal By-laws	N/A	N/A	2	2	2	N/A
Roadside Suspension - Alcohol (Prov)	N/A	N/A	3	1	2	N/A

Theft of Motor Vehicle	3	1	2	1	2	-6%
Disturbing the peace	3	0	1	2	2	N/A
Fail to Comply & Breaches	3	1	2	0	2	-22%
Offensive Weapons	0	2	3	0	1	N/A
Other Sexual Offences	0	3	0	1	1	N/A
Possession Stolen Goods	0	1	1	2	1	N/A
Liquor Act	N/A	N/A	2	0	1	N/A
Sexual Assaults	0	1	2	0	1	N/A
Uttering Threats	1	2	0	0	1	N/A
Theft Over \$5,000	0	0	2	0	1	N/A
Arson	0	0	2	0	1	N/A
Drug Enforcement - Possession	0	1	1	0	1	N/A
Municipal By-laws Traffic	N/A	N/A	1	0	1	N/A
Injury MVC	1	1	0	0	1	N/A
Property Damage MVC (Non Reportable)	N/A	N/A	1	0	1	N/A
Other Traffic	N/A	N/A	1	0	1	N/A
Drug Enforcement - Trafficking	0	0	0	1	0	N/A
Total Occurrences	40	62	105	69	91	30%

Table 22: Summary of Criminal Code Offences for Town of Crossfield

Town of Crossfield						
Category	2020	2021	2022	2023	Annual Average	Average Annual Growth Rate
Other Provincial Traffic	N/A	N/A	49	53	51	N/A
Theft Under \$5,000	38	46	48	40	43	3%
Drug Enforcement - Production	0	0	1	0	31	N/A
Mischief - Damage To Property	30	25	44	18	29	0%
Mental Health Act	N/A	N/A	26	29	28	N/A
Property Damage MVC (Reportable)	23	15	33	33	26	28%
Other Provincial Stats	N/A	N/A	17	19	18	N/A
Fraud	10	17	23	18	17	28%
Assault	13	17	15	22	17	22%
Theft of Motor Vehicle	23	20	10	8	15	-28%
Break & Enter	15	12	19	13	15	2%
Fail to Comply & Breaches	15	17	12	1	11	-36%

Criminal Harassment	15	9	11	9	11	-12%
Uttering Threats	7	10	14	9	10	16%
Mischief - Other	9	14	5	10	10	30%
Disturbing the peace	7	12	10	9	10	15%
Property Damage MVC (Non Reportable)	N/A	N/A	7	11	9	N/A
Municipal By-laws	N/A	N/A	10	7	9	N/A
Criminal Code Traffic	10	11	3	6	8	12%
Sexual Assaults	1	7	19	2	7	227%
OTHER CRIMINAL CODE	5	10	11	3	7	12%
Possession Stolen Goods	3	13	6	4	7	82%
Other Sexual Offences	4	2	10	4	5	97%
Theft Over \$5,000	4	3	5	6	5	21%
Offensive Weapons	6	2	2	2	3	-22%
Injury MVC	2	0	4	6	3	N/A
Liquor Act	N/A	N/A	2	2	2	N/A
Drug Enforcement - Trafficking	4	0	2	1	2	N/A
Cannabis Act	N/A	N/A	0	3	2	N/A
Extortion	1	1	0	2	1	N/A
Drug Enforcement - Possession	1	1	1	1	1	0%
Municipal By-laws Traffic	N/A	N/A	2	0	1	N/A
Roadside Suspension - Alcohol (Prov)	N/A	N/A	0	2	1	N/A
Federal - General	0	1	1	1	1	N/A
Robbery	0	0	1	1	1	N/A
Kidnapping/Hostage/Abduction	0	0	0	2	1	N/A
Arson	0	0	2	0	1	N/A
Cannabis Enforcement	2	0	0	0	1	N/A
Other Traffic	N/A	N/A	0	1	1	N/A
Total Occurrences	248	265	425	358	415	17%

Occurrences by Detachment⁶

Table 23 provides a listing of the top 10 occurrences across detachments ranked by the number of occurrences in 2023. As shown below, there are several common occurrences across detachments, such as Theft Under \$5,000 and Mischief – Damage to Property. The top occurrence in all detachments

⁶ Sourced from Didsbury Provincial 2023 December Five Year Crime Stats, Didsbury Municipal 2023 December Five Year Crime Stats, Airdrie Provincial 2023 December Five Year Crime Stats provided by respective RCMP Detachments

is “Other Provincial Traffic”. It should be noted that often traffic occurrences are proactive, and the number could be driven by number of officers on the road as opposed to a change in behaviour.

Table 23: Top 10 Occurrences by Type, Airdrie Provincial, Didsbury Provincial and Didsbury Municipal, 2023

Airdrie (Provincial)		Didsbury (Provincial)		Didsbury (Municipal)	
Occurrence	#	Occurrence	#	Occurrence	#
Other Provincial Traffic	4,754	Other Provincial Traffic	1,486	Other Provincial Traffic	189
Property Damage MVC (Reportable)	896	Property Damage MVC (Reportable)	348	Mental Health Act	60
Theft Under \$5,000	334	Other Provincial Stats	92	Other Provincial Stats	50
Criminal Code Traffic	110	Theft Under \$5,000	50	Property Damage MVC (Reportable)	58
Property Damage MVC (Non Reportable)	163	Mental Health Act	71	Theft Under \$5,000	36
Injury MVC	152	Criminal Code Traffic	53	Fail to Comply & Breaches	82
Other Provincial Stats	201	Mischief - Other	39	Assault	40
Mischief - Damage To Property	114	Assault	65	Mischief - Damage To Property	29
Fail to Comply & Breaches	60	Mischief - Damage To Property	48	Municipal By-laws	18
Possession Stolen Goods	40	Break & Enter	34	Fraud	43

Benchmarking Analysis

The objective of this section is to compare the regional area of analysis with other jurisdictions within Alberta. To this end, Olds (Municipal), Olds (Rural) Sundre (Rural), Cochrane (Rural) and the province of Alberta were selected to provide a comparison with other nearby geographies. Table 24 summarizes a comparison between jurisdictional police services pertaining to:

- **Population:** total number of residents within a jurisdiction as defined by Statistics Canada.
- **Authorized Strength:** the number of officers that have been approved to provide policing services within a given jurisdiction by the respective police services or governance bodies. It is important to note that there is no standard for determining how many officers should be hired to provide policing services within Canada. As a result, authorized strength will vary.
- **Number of Police Officers:** the number of officers that are on active duty, which may not equal the authorized strength due to budget constraints, recruitment and retention challenges, or

other factors.

- **Number of Officers per 100,000 Population:** a rate calculation of officers per population they police that enables comparisons between populations of various sizes.
- **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 to enable comparisons between jurisdictions with various population sizes.
- **Crime Severity Index (CSI):** all crimes are assigned a weight, with more serious crimes receiving more weight than less serious crimes. The CSI includes all forms of crime such as violent, property, drug, and traffic. Consequently, the CSI provides a way to track changes in the severity of crime over time.
- **Violent Crime Severity Index:** only violent forms of crime are included such as a homicide or assault.
- **Non-Violent Crime Severity Index:** only non-violent crimes are included such as traffic and drug offences.
- **Weighted Clearance Rate:** clearance refers to when a crime was “solved” by a police service i.e., the police have sufficient evidence to charge for an offence. Similar to the CSI, more serious crimes that have been cleared are assigned a higher weight than less serious crimes. Consequently, the weighted clearance rate provides a way to track changes in the number of crimes solved over time.
- **Incident-Based Crime Statistics:** one distinct event where one or more criminal offenses were committed with one or more victims and one or more perpetrators (annual).
- **Incidents per 100,000 Population:** a rate calculation of the total number of criminal incidents using the population of the jurisdiction to enable comparisons between jurisdictions with various population sizes.
- **Incidents per Officer:** ratio of the annual number of criminal incidents divided by the total annual number of police officers (i.e., not the authorized strength).

Although these metrics are often used to compare police services, the metrics alone are often nuanced and not a direct reflection on the service police are providing. For example, the CSI can decrease if arrests decrease even in the face of increasing crime – or vice versa. Closure rates are typically higher on crimes that involve persons that have a witness, while property crimes often have lower closure rates.

However, when taken as a group, there are order of magnitude inferences that can be generally made. For example, in general, the higher the CSI and incidents per capita are, the higher the officers per 100,000.

The RCMP detachment in Didsbury currently operates under the RCMP post model where both municipal and provincial RCMP officers are deployed from the same location. As part of the post model, municipal and provincial officers may be called on to respond to calls across the entire detachment region if needed, providing greater flexibility for the RCMP to respond to times of peak demand in both the municipal and rural areas.

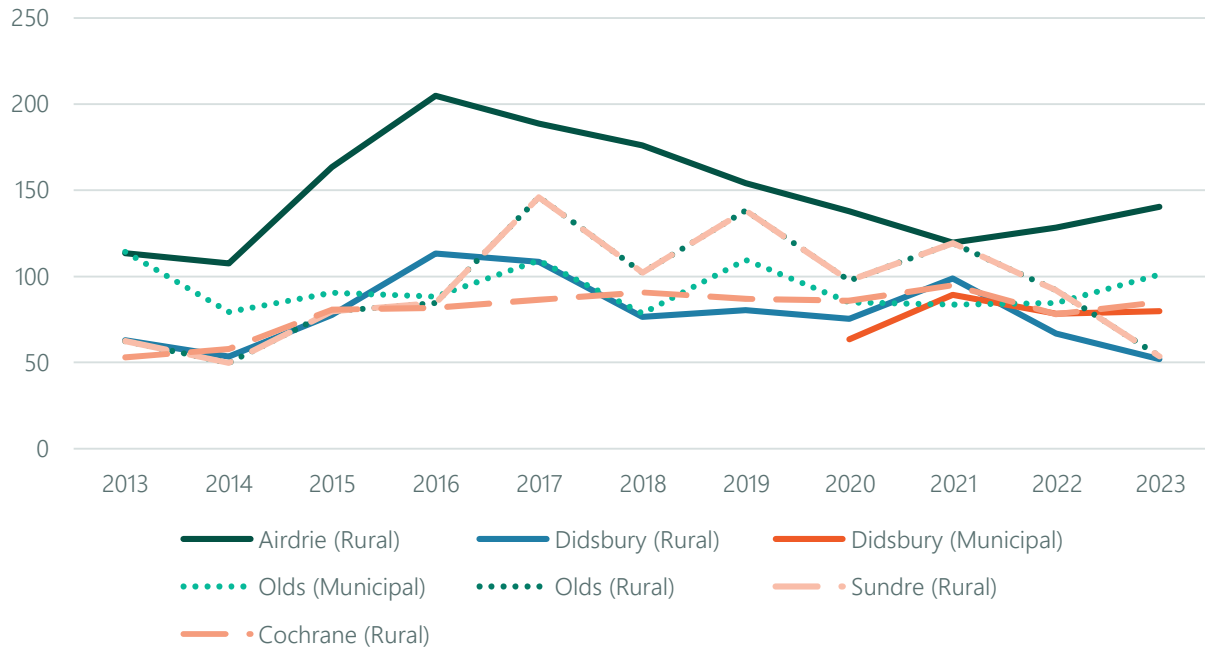
Thus, while the data below separates the officer numbers and incidents within the municipal and rural areas, some of the incidents will likely have been serviced by officers from both the PPSA and MPSA complements. As a result, the data needs to be interpreted in the context of the demand and resources available to the region, along with an understanding of how these resources may change if the Town of Carstairs establishes its own detachment in the future. For example, a change which results in the Didsbury provincial officers moving out of the Didsbury post model may result in a higher caseload per officer for Didsbury municipal officers.

Table 24: Comparison Between Jurisdictional Police Services, 2023

	Didsbury (Mun)	Didsbury (Prov)	Airdrie (Prov)	Olds (Mun)	Olds (Prov)	Sundre (Prov)	Cochrane (Prov)	Alberta
Crime Severity Index	79.85	51.88	140.37	100.99	53.48	53.48	85.17	103.21
Violent CSI	92.42	77.7	155.93	116.64	35.89	35.89	102.22	110.43
Non-Violent CSI	75.51	42	135.33	95.59	60.96	60.96	79.08	101.19
Weighted Clearance Rate	35.76	38.77	23.42	30.4	25.7	25.7	37.14	34.21
Violent Weighted Clearance Rate	44.56	61.36	39.12	51.13	66.08	66.08	46.88	52.73
Non-Violent Weighted Clearance Rate	31.45	22.06	16.18	20.28	16.2	16.2	32.1	26.13
Actual Incidents	382	476	1,078	807	282	594	2,213	393,027
Incidents / 100,000	7,365.99	3,795.55	10,798.64	8,345.40	4,693.74	8,629.96	7,558.58	8,651.05

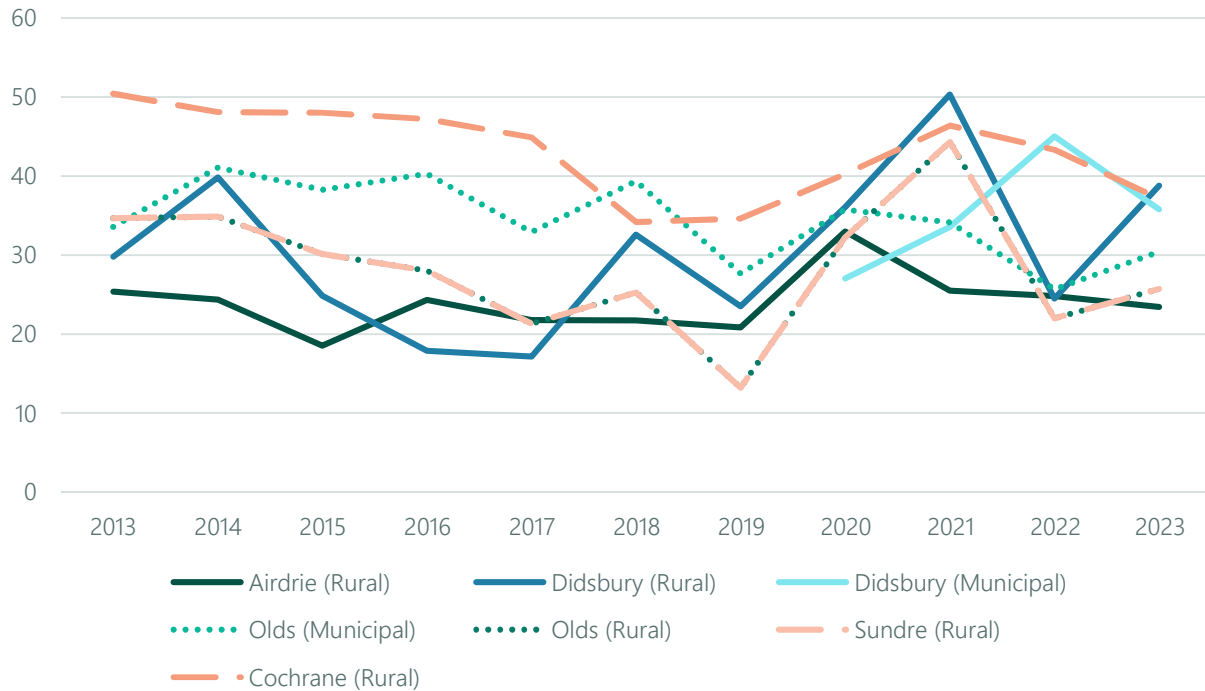
Of the seven comparator municipalities, Airdrie Provincial had the highest CSI numbers of the group compared and was quite a bit higher than the provincial average though is on a downward trend. Didsbury Municipal has experienced the greatest increasing trend with an increase in CSI of 3.79 per year. Airdrie Provincial is the only detachment to surpass the Alberta average CSI of 103.21 in 2023.

Figure 19: Comparator Detachment CSI, 2013 - 2023



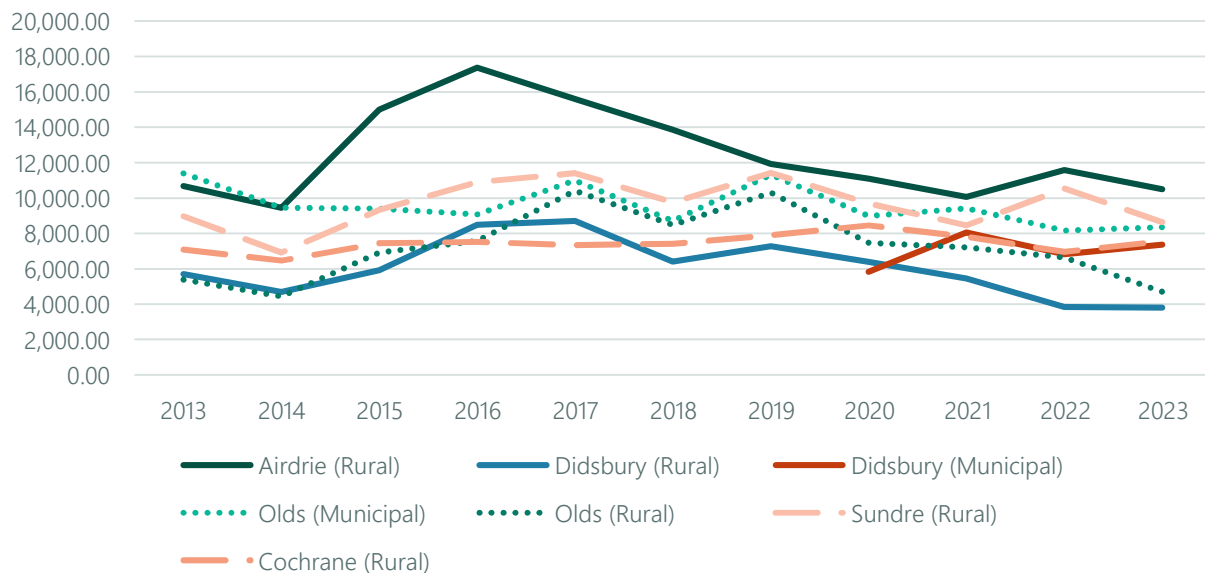
In 2023, Didsbury Provincial had the highest weighted clearance rate at 38.77, followed by Cochrane Provincial and Didsbury Municipal. Most comparator detachments are experiencing a reduction in weighted clearance, while the detachments serving the partner municipalities saw small increases in their weighted clearance rates (Didsbury Municipal increasing 3.76 per year, followed by Didsbury Provincial increasing 0.93 per year and Airdrie Provincial increasing 0.27 per year).

Figure 20: Comparator Detachments Weighted Clearance Rate, 2013 to 2023



Of the Detachment comparators Didsbury Provincial has the lowest Incidents per 100,000 followed by Olds Provincial and Didsbury Municipal.

Figure 21: Detachment Comparators Incidents per 100,000, 2013 - 2023



Policing Expenditures

In 2023/24, the five municipalities cumulatively spent over \$2 million on RCMP services either through the Provincial Police Funding Model (PFM) for the PPSA or in Didsbury’s case directly for their MPSA. 76% of the monies went to the PPSA. In this funding relationship, the municipalities do not have a direct agreement for service or a direct reporting relationship with the RCMP. The PPSA policed communities do not have the ability to directly advocate for service levels as they are part of the larger provincial policing advisory committee representing all the PPSA communities in the province. This will change for the Town of Carstairs if they exceed the population threshold of 5,000 in the next federal census. The Town of Carstairs will then be in a similar situation to Didsbury with an MPSA. The policing costs per capita are highest in Didsbury at \$97.60 and lowest in Carstairs at \$59.70 based on federal census population. The PPSA policed municipalities are contributing to the pooled provincial frontline policing costs and currently only 30% of those pooled costs calculated in 2018 are cost recovered. Didsbury as an MPSA municipality is paying for 70% of their policing costs with the federal government paying the remaining 30%. Table 25 provides a summary of policing expenditures by municipality.

Table 25: Municipal Annual Policing Expenditures 2021-2024

Municipality	Policing Agreement	Population	2023/2024 RCMP Expenditures	RCMP Costs/Capita
Town of Didsbury	MPSA	5,070	\$494,850	\$97.60
Town of Carstairs	PPSA	4,898	\$292,394	\$59.70
Town of Crossfield	PPSA	3,599	\$229,169	\$63.68
Mountainview County	PPSA	12,981	\$1,026,999	\$79.12
Total Annual Expenditures			\$2,045,436	

Key Takeways for Consideration

The Airdrie Provincial Detachment responds to significantly more calls for service, which is aligned with the CSI, the measurement of the severity of crime, being the highest in the Airdrie Provincial detachment and of the three detachments serving the partner municipalities is the only one above the provincial CSI average.

Of the partner municipalities, Mountain View County experienced the most occurrences over the average of five years, followed by the Town of Didsbury then the Town of Carstairs.

Stakeholder Engagement

This section summarizes key themes from stakeholder engagement on the current state of policing in the region and the priorities and needs for the future. Through stakeholder interviews and previous data collection efforts, diverse perspectives were gathered from the RCMP, elected officials, public

survey results and the Alberta government who shared their views on community safety issues, trends, future readiness, resourcing, and governance. These insights offer a well-rounded understanding of the strengths and areas for improvement in policing, essential for informing future decisions on service delivery and public safety enhancements.

Key Themes

Focus on Future Growth

Several growth-oriented themes arose from stakeholder interviews, highlighting the importance of the following approaches as municipal populations expand.

Youth Engagement: Stakeholders emphasized the importance of engaging youth to foster community safety and prevent future crime. This aims to strengthen community ties and promote positive behaviors from an early age, building a foundation for a safer future.

Regional Collaboration: Many stakeholders highlighted the benefits of adopting a regional policing model to pool resources across municipalities, support specialized units, and enhance service delivery. This approach is forward-looking, recognizing that regional collaboration may be viable to address resource constraints and improve public safety outcomes as communities grow. Another area of concern is the current shift structure and coverage gaps. Stakeholders would like the regionalization initiative to address this gap. Carstairs was identified as a potential hub for regional resources due to its central location relative to surrounding areas.

Infrastructure and Facility Planning: There is a strong focus on future-proofing infrastructure to meet regional demands. Facilities, such as training ranges and all-weather indoor training spaces, are lacking, requiring officers to rely on distant locations, which adds logistical challenges to resourcing and staffing. Both the communities and the RCMP expressed a need for infrastructure expansion to accommodate growing populations and increased demand for policing and emergency services. Without infrastructure expansion, it was stated that there are no avenues for increasing the number of policing resources.

Enhanced Policing and Specialized Units: Expanding specialized roles, such as School Resource Officers, Community Liaison Officers, PACT teams, traffic units, and crime reduction positions, is seen as a proactive measure to improve safety in specific areas but has not been possible due to budget constraints.

Together, these themes underscore a strategic focus on managing anticipated population growth, strengthening regional collaboration, and proactively addressing community safety needs through expanded infrastructure, funding, and service delivery.

Community Safety Issues and Trends

Stakeholder interviews revealed several key concerns about public safety, especially when it comes to property crime, domestic violence, traffic and road safety, and overall public perceptions of safety.

Property Crime: Communities like Carstairs, Crossfield, and surrounding rural areas have seen increases in property crime, including vehicle thefts and break-ins. "Opportunity thefts" such as car break-ins are

widespread across all communities, while rural areas face heightened issues with theft, trespassing, and illegal vehicle dismantling activities, known as "chop shops." These crimes frequently occur during the day, taking advantage of residents' absence due to commuting. A 2024 RCMP Policing Priorities Survey indicated that 61% of respondents felt minor property crime should be a local priority, and 66% of respondents felt major property crime should be a local priority.

Domestic Violence: Perceptions exist that domestic violence cases are also on the rise, a trend partly linked to demographic shifts, such as a younger population in certain areas.

Traffic and Road Safety: Traffic and road safety concerns are prominent, with varied community perspectives on enforcement levels. Some residents feel enforcement is excessive, while others see it as insufficient, particularly in areas like Carstairs and Crossfield, where major highways are perceived to have limited enforcement coverage.

Community Safety Perceptions and Resource Gaps: Stakeholders expressed concerns about reduced officer visibility, attributed to high turnover rates and vacancies. This, along with 10-hour shifts that leave limited coverage during off hours, affects the ability to maintain consistent 24/7 policing. Response times during peak hours and emergencies suffer due to these resource constraints, heightening community concerns around safety risks. A 2024 Budget Survey from Crossfield identified that community safety is a top three spending priority for residents.

Resource Allocation and Reporting Structures

Pace of Growth and Current Resources: From stakeholder interviews, several key themes emerged regarding resource allocation and reporting structures. There was reported concern around the pace of growth and misalignment with growth in policing resources. Within this concern there are concerns about geographical coverage and response times that suffer due to limited on duty resources.

Engagement and Reporting: Stakeholders identified challenges with consistent engagement and reporting among municipal partners. Additionally, a blend of provincial (PPSA officers) and municipal (MPSA officers) resources within the post detachment, funded by both provincial and local sources, contributes to differing accountability and reporting requirements. Stakeholders emphasized a strong need for enhanced communication and transparency from the RCMP, as well as improved community engagement.

Future Cost-Sharing: Stakeholders discussed regional cost-sharing as part of a future-focused financial strategy to sustainably manage growing populations without overburdening individual municipalities. Additionally, a 2024 Budget Survey from Crossfield identified that 44% of residents support a tax increase to either enhance or maintain services.

Key Takeaways for Consideration

Overall, there is a need to manage the current services provided while also considering future needs. There is a widely shared need for increased infrastructure to allow for an increase in resources. The current limitation of resources and capacity has resulted in various concerns from stakeholders,

including a need for increased communication, desire for specialized services, and need for 24/7 presence and proactive policing throughout the region.

Jurisdictional Review

To better understand the current RCMP approach to regional detachments, MNP consulted with two detachment commanders currently overseeing regional detachments including one in southeastern British Columbia and the other in northern Alberta. The discussions were focused on understanding their operational and governance model and what critical success factors or recommendations they would have for implementing a regional model. The following sections summarize the details provided during the discussions.

Elk Valley Regional Detachment

The Elk Valley Regional Detachment in southeastern British Columbia provides policing services to the communities of Sparwood, Elkford, Hosmer, Fernie, Elko, Baynes Lake, Grasmere, Roosevelt, and Galloway through three physical detachments located in Elkford, Fernie, and Sparwood. Sparwood serves as the main office for the regional detachment. The regional detachment is exclusively resourced using PPSA resources and polices a population of 9,772. This provides simplicity in the funding contributed by each of the municipalities because it does not include a mix of MPSA and PPSA funding structures. The provincial regional detachment works in conjunction with but still separate from the Fernie Municipal Detachment, which polices a population of 6,270. The Elk Valley Detachment has an authorized strength of 13, and Fernie Municipal has an authorized strength of 6. The Elk Valley Regional Detachment authorized strength includes one specialized general investigative services (GIS) member assigned to the provincial detachment as a shared resource for the provincial region.

Despite the Fernie Municipal Detachment being separate from the regional detachment, the two share officers and respond to calls from the various communities. The Detachment Commander indicated that the calls for service for the detachments were proportionately split based on the authorized strengths, making the overall agreement cost split easily justifiable. Specific costs that can be traced to a detachment, such as overtime, specific infrastructure investments (for example, a new vehicle) or civilian support, are allocated to the detachment driving the expense without any cost sharing.

It was reported that the regional detachment benefits all, especially as the municipality of Fernie would not be able to afford enough officers to meet its demands at the MPSA cost ratio (70%). By working with the regional detachment, Fernie is able to supplement its municipal response. Other examples of cost savings for the municipal detachment include renting space from the Fernie Provincial detachment, proportionate to the number of members. The regional model allows for consistent service levels and call response and helps fill gaps caused by vacancies across the entire region. It was reported that the most important factor in making a regional model work was buy-in from all partners. The regional detachment leadership and municipal leadership work hard to maintain this through strong and consistent communication. There is no formal agreement that defines the regional model service levels or partner relationship.

Peace Region Detachment

The Peace Region Detachment provides services to the Town of Peace River, the Town of Grimshaw and the surrounding area of Peace River County. There were originally detachments in each of the towns that were amalgamated in 2003 and the Grimshaw detachment was transitioned to a satellite office. As the Town of Peace River has a population of over 5,000, they operate as an MPSA and the Town of Grimshaw and the surrounding county fall within the PPSA responsibilities.

The regional detachment has an authorized strength of 30 sworn officers. Twelve (12) paid for by the Town of Peace River through their MPSA, 5 officers funded through a Community Tripartite Agreement and the remaining 13 funded by the PPSA. However, the detachment currently has 12 operational officers.

The Detachment Commander spoke to the benefits of their model noting that having the operational detachment within the Town of Peace River allows for the detachment to retain staff more easily because the 50 km residency requirement applies to the main detachment not the satellite office. This allows officers to live in Peace River even if they are working in Grimshaw.

The regional detachment utilizes a Memorandum of Understanding (MOU) to govern and administer the regional model and require the detachment commander to demonstrate to the partners where various resources are spending their time responding to calls. The detachment leadership reports separately to the province and to the municipalities.

Similar to Elk Valley, costs are allocated based on positions allocated to the different agreements. The Town of Peace River pays for the Detachment Commander, while the Sergeant is funded by the PPSA. All expenses related to equipment, cars, and other associated costs are paid based on the relevant cost collator or personnel driving the costs. Civilian support positions include one detachment administration position, two front counter staff, one court support staff, and one position responsible for fleet and evidence management, which includes sending and receiving exhibits. Funding for the civilian support positions is also assigned to an agreement and then their direct and support costs are assigned to the appropriate contract. There is no reconciliation of total costs between the partners. If there is a vacancy within one of the agreements, this results in cost savings for whichever agreement that position is attached to.

The regional detachment works closely with and leverages other public safety and enforcement supports in the region. For example, the Alberta Sheriffs handle prisoner transportation and have their own building in the Town of Peace River, with the jail located 10 kilometers down the road.

The Peace Region Detachment Commander identified the importance of communication and maintaining ongoing buy-in for the model with the municipal and provincial partners. The partners need to understand the value and service they are receiving through a regional model for it to function well. The Detachment Commander puts a lot of effort into community engagement and communicating with leadership of the communities served. They reported having a standing meeting with the Mayor of the Town of Peace River to report activity and trends, provide updates, and demonstrate the benefits of being part of the regional model. However, it was noted that this is made more difficult by the lack of data and analysis provided by the RCMP K Division at a detachment level to demonstrate the service

levels and value for the individual partners especially as it relates to preventative or proactive policing activity outside of call response and police occurrences.

Key Takeaways for Consideration

The regional detachment commanders both emphasized the need for buy-in amongst the funding partners for the regional, integrated approach to be successful. It was also clear that political influence and changes in sentiment and personnel can easily affect the success of the model. This relationship is not supported by detailed reporting capabilities by the RCMP to assist the detachment commanders in demonstrating the service levels and value all the partners are receiving from the regional approach. The RCMP also does not have a detailed enough financial billing and tracking system or the ability to calculate partner billings based on actual service use, need or requested service levels. They continue to charge their partners by officer which can lead to a lack of clarity when positions are truly shared across agreements or positions become vacant for any period in a year. Peace River RCMP leadership said the formal agreement or MOU was helpful with mitigating some of this risk in their case.

Regional Policing Model Analysis

The objective of exploring the two options was to compare service delivery, governance opportunities, cost sharing opportunities and potential risks for each of the partner municipalities. The first option is to maintain the status quo as Carstairs enters into an MPSA resulting in a bit of a de-centralization because the current complement would be spread across two buildings managed separately. Based on input provided by the RCMP Didsbury Detachment Commander this model assumes the Didsbury detachment would retain the responsibility for the existing detachment area including the portions of Mountain View County it already polices. The Town of Crossfield would continue to be policed by the Airdrie Provincial Detachment. This model is called the Non-Regionalized Model as it results in a less centralized or less regional approach than the current state.

The second is a regional model with shared leadership and shared team working across the new Carstairs detachment and the existing Didsbury detachment with the additional responsibility for the Town of Crossfield. The fully regionalized model integrates all the provincial and municipal sworn and civilian members into one team serving the entire geography. The regional, integrated team would operate out of both buildings (Didsbury and Carstairs), with some team members starting and ending their shift at both sites. It is also assumed the civilian support would be split across the two sites as well.

The following sections outline the staffing and service levels, financial implications and benefits and risks of each option.

Model Limitations

It is important to note that the following models are based on data that was in the scope of this project, gathered from publicly available information, information provided by the municipal partners and the RCMP Didsbury and Airdrie Provincial Detachment.

The Sundre and Olds Provincial Detachments were not in scope for this study and therefore their data has not been considered in the analysis. As Mountain View County is partially policed by these two detachments, it limits the findings to what can be extrapolated from calls from the Didsbury Provincial occurrences. Mountain View County's participation in the regionalized model is likely the most complicated due to its vast geographical boundaries and that it is served by multiple RCMP detachments, and operates around many municipalities. Consolidating the County's policing into one detachment would simplify reporting, establish consistent communication and service delivery through a single Detachment Commander and allow for better collaboration with the County's community peace officers.

There are many more factors that could impact a regional policing model including the ongoing provincial review of the Police Funding Model. Ongoing conversations and collaboration between municipalities, the RCMP and the province are required to propose more concrete recommendations and decisions about the possible changes to the regional service delivery model and the financial implications for the different policing agreements.

Non-Regionalized Model

Model Description

The current Didsbury detachment building does not have additional capacity for any new human resources. Therefore, when the Town of Carstairs enters their own MPSA if the municipalities decide not to pursue an integrated, regional model, Carstairs will need to find a building to accommodate its resources. In discussions with the RCMP they indicated that a non-regionalized MPSA model would result in the redistribution of existing positions to staff the new Carstairs MPSA and the remaining PPSA police and civilian resources would continue to operate out of the Didsbury detachment. The Didsbury detachment would continue as a post model with the policing responsibility for the same rural area as they do currently. Although once in practice it may make more operational sense to split the rural area and provincial resources across the two detachments. The following sections are based on the assumptions provided by the RCMP.

Staffing and Service Levels

The Towns of Carstairs and Didsbury both have about 5,000 people and calls for service and occurrences are lower in Carstairs; therefore, it was assumed the new MPSA for Carstairs would have a similar number of human resources.

One of the PPSA civilian positions was transitioned to a municipal civilian support position for the new Carstairs detachment. Two of the provincial constables, one corporal and the one enhanced position were transitioned to the new Carstairs MPSA agreement and the Carstairs detachment. The remaining provincial constables are assumed to remain in the Didsbury detachment. There would be no change in total complement.

An important risk to note is the possibility of a change to the Staff Sergeant position due to the reduction in authorized strength at the Didsbury detachment.

Table 26: Non-Regional Staffing Levels for Two Separate Detachments

	Didsbury Detachment					Carstairs Detachment			
	Staff Sergeant	Sergeant	Corporal	Constable	Civilian Support	Sergeant	Corporal	Constable	Civilian Support
Municipal Resources			1	3	1		1	3	1
Provincial Resources	1			5	3				
TOTAL POSITIONS	1		1	8	4		1	3	1

The current service hours for the Didsbury Detachment are 8:00am until 4:00am, requiring 4 hours of operational readiness. This service model requires 14,600 working hours (assuming two officers are on duty for all operational hours).

A 9-member detachment, if fully staffed all year, has approximately 15,102 available hours (See Table 27 below for Available Hours detail). The Detachment Commander has not been included in the frontline operational hours calculation due to their management and oversight responsibilities. The Corporal would need to be fully operational in Carstairs due to the limited staff available.

Table 27: Annual Constable Available Hours Calculation

Annual Available Hours Calculation	Annual Hours
Total Constable Paid Hours	2,088
Vacation (4 weeks)	-160
Sick (10 shifts)	-100
Court	-70
Training (2 weeks)	-80
Annual Available Hours per Officer	1,678
Annual Available Hours for 9-Member Detachment (Didsbury)	15,102
Annual Available Hours for 4-Member Detachment (Carstairs)	6,712

The service hours for the Didsbury detachment **with a full complement and no vacancies** would be 20 hours per day with 4 hours of operational readiness. The service hours for the Carstairs detachment would only be 9 hours per day and 15 hours of operational readiness with a full complement and no vacancies. This would be a reduction in service from the current state for the Town of Carstairs where service hours would be reduced by more than half. Response times would increase for calls in the expanded window of non-operational hours even if the detachment was located closer to the call location during those periods.

Table 28 Detachment Operational Hours 20, and 9 Hours of Service Daily

	20 Service Hours / 4 On Call Hours	9 Service Hours
Total Detachment Daily Operational Hours	20	9
Total Annual Operational Hours (2 officers always on)	14,600	6,570
Didsbury Available Operational Hours	15,102	15,102
Carstairs Available Operational Hours	6,712	6,712

	20 Service Hours / 4 On Call Hours	9 Service Hours
Didsbury FTE Surplus (Deficit)	0.3	5.1
Carstairs FTE Surplus (Deficit)	(4.7)	0.08

Vacancy Implications

If the same service delivery model is explored with the current estimated vacancy rate of 20% applied (hard and soft vacancies including vacant positions, parental leaves, other leaves) the possible hours of service are significantly reduced. A 9-member detachment would lose 1.4 full time equivalents (FTE) and a 4-member detachment would lose 0.6 FTE. De-centralizing the larger pool of resources puts service delivery for all municipalities being served by these two detachments at risk especially when it comes to response times and availability to be proactive and provide community policing and engagement.

Town of Crossfield

In this model the Town of Crossfield continues to be policed by the Airdrie Provincial Detachment with 24/7 policing and it is assumed the enhanced position continues to be dedicated to the Town in the same manner outlined in the current MOU.

Infrastructure

The Town of Carstairs would need to build a new detachment or find an adequate, existing building that met the required RCMP standards and qualifications to accommodate the new MPSA staffing complement. Even in a separate, non-regionalized deployment model it would still be worth pursuing a usage agreement with Didsbury for the use of their cells when needed. Cellblocks are very expensive infrastructure, and anecdotal evidence suggests the current demand for the region could be handled by the existing cellblock. The location of court in Didsbury is an added benefit to entering a service agreement to use Didsbury's cells. This would allow for cost-sharing of the infrastructure as well as the variable costs of guards that are dependent upon usage of the space.

Moving resources out of the Didsbury detachment would free up space for growth or co-location of other services such as Community Peace Officers. The new building in Carstairs would require a significant financial investment from the Town but there may be opportunities to co-locate other services in the new building that would have operational benefits for policing. During stakeholder consultation, it was noted that the RCMP provincially have infrastructure needs that could be included in the new build. Carstairs should explore these opportunities with the RCMP and the province during its transition period to an MPSA.

Financial Implications

The Didsbury Multi Year Financial Plan 2025-2030 data was used to inform the financial impact analysis as it includes the necessary planned growth for the RCMP and fully loads the costs with equipment,

information technology and other major investments over the next number of years. The 2024/25 fully loaded cost per member outlined in the Multi Year Financial Plan for Didsbury is \$185,572 (before any adjustments) or \$741,000 for the year if fully staffed. This would be an increase of \$448,000 for the Town of Carstairs compared to policing contributions in 2024 or \$90 more per capita. Provincial expenditures would be reduced with four police officer positions transitioned from the PPSA to the new MPSA. The total operational model would not result in any new policing resources.

The costs for the PFM contributions for the PPSA communities would continue to be calculated based on the formula for all provincial frontline policing costs and would not be directly linked to the new operational model. This would result in more than an \$80 increase in the cost per capita for the Town of Carstairs. Some of that increase would be due to the more accurate costing used in the MPSA billing model when compared to the PPSA PFM. The MPSA requires the municipality to pay 70% of the most recent years costs while the PFM is only cost recovering 30% of frontline policing costs based on provincial policing costs from 2018, making the comparison in cost per capita amounts difficult in this analysis.

Table 29: Estimated Municipal Policing Costs for the Towns of Didsbury and Carstairs based on the Didsbury Municipal Multi Year Financial Plan 2025-2030

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Fully Loaded Cost/Regular Member	\$185,197	\$185,817	\$190,630	\$197,513	\$204,672	\$210,736
Complement for Each MPSA	4	4	4	4	4	4
TOTAL ANNUAL COSTS	\$740,788	\$743,269	\$762,520	\$790,051	\$818,686	\$842,946
Estimated Cost/Capita with a Population of 5,000	\$148.16	\$148.65	\$152.50	\$158.01	\$163.74	\$168.59

Benefits

The non-regionalized model allows for the municipal resources to be more dedicated to the two MPSA communities and will provide cleaner reporting especially in the Town of Carstairs where the resources would be dedicated to the town. It would also allow the Carstairs team to be responsible for policing a smaller geographic area and may reduce response times while officers are on duty. The smaller geographic area may also increase the visibility in the community when officers are on duty. This benefit may not come to fruition though because there would be less officers on duty than a regional model so if an officer is already on a call and another call comes in, they may need to rely on back up from another detachment area which negates any reduction in response times. The Didsbury detachment will continue to operate with a mix of MPSA and PPSA resources. The PPSA communities would continue to contribute funds towards policing through the PFM. Municipalities would be represented through various civilian oversight bodies such as municipal or regional policing committees for MPSA municipalities or through the Provincial Police Advisory Board. A detachment located in the community may result in an increased perception of safety for residents in and around the Town of Carstairs.

Limitations and Risks

The service delivery model will result in a reduction in service from the current state across all the municipal partners with the exception of the Town of Crossfield. In the Town of Carstairs service hours would need to be reduced and on call time increased. The service hours may also need to be decreased in Didsbury if there are operational positions experiencing any type of vacancy. Each detachment will also be more vulnerable to leaves and vacancies in general which would result in further reduction in the service levels. The resources in each detachment will likely need to focus on reactive policing and may be more limited in their ability to be proactive or focus on preventative policing initiatives. The separate detachment model also prevents specialization of any kind for both sworn and civilian positions because the small complement requires everyone to be a generalist and support the workload wherever needed. The non regional model is based on the distribution of existing resources and does not result in an increase in police resources.

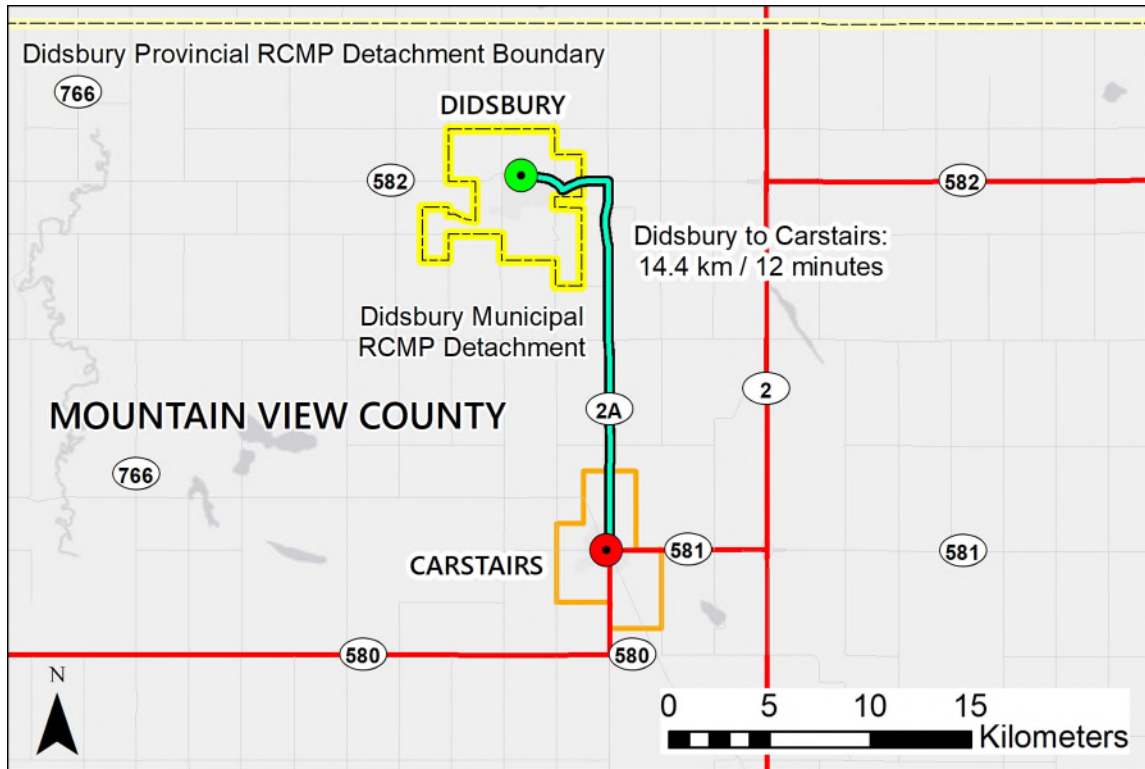
The Town of Carstairs will be paying more than double their current policing costs with a reduction in service and the investment in infrastructure will be significant. The Town of Didsbury, Village of Cremona and Mountainview County will be paying at least the same amount for reduced service in a non-regionalized model.

Regionalized Model

Model Description

The regionalized model assumes central governance and management for policing the entire region. The human resources would be managed and deployed as a single team across the whole region using both the current detachment in the Town of Didsbury and a new detachment building in the Town of Carstairs. There would continue to be officers and civilian staff that work out of the Didsbury detachment, and the Carstairs detachment would include additional space for growth and any additional resources. There would also be opportunity to centralize other provincial resources in this location as needed. The new building would not need additional infrastructure to offload and house prisoners as it was indicated during interviews that the current capacity in Didsbury would be sufficient for the region. The two Towns are in close proximity and would enhance collaboration, as shown in Figure 22.

Figure 22: Distance Between Didsbury Municipal Detachment and Potential Carstairs Detachment



A regionalized detachment out of the Town of Carstairs will also be more centralized to the region, reducing distance and time to the Village of Cremona and Town of Crossfield from the new detachment.

Table 30: Distance Comparison Between Didsbury Detachment and Town of Carstairs

	Didsbury Detachment		Town of Carstairs	
	Distance	Time	Distance	Time
Town of Carstairs	14.4 km	12 minutes	N/A	N/A
Village of Cremona	38.6 km	27 minutes	31.2 km	21 minutes
Town of Crossfield	33.9 km	22 minutes	16.3 km	12 minutes

There is the opportunity to expand the regional model to include policing service to the Town of Crossfield, who have indicated a desire for increased visibility from police and a more well-rounded service to meet the needs of the community. The addition of the Town of Crossfield to the regional model would result in an additional area of about 11.89 square kilometres. It is likely that this area would be larger to account for surrounding rural areas, but that would require further discussion with the Airdrie Provincial detachment. The Town of Crossfield is also experiencing population growth and continuing on this trajectory will result in the Town emerging with a population greater than 5,000 and needing to enter into their own MPSA within the next two federal census cycles. In discussions with the Airdrie RCMP this emergence likely will not result in more resources for the Airdrie Provincial

detachment but simply moving PPSA positions over to the new MPSA at similar levels to that of the Didsbury MPSA with similar cost increases for Crossfield as estimated for the Town of Carstairs. For the regional model analysis it was assumed the Town of Crossfield would continue to fall within the PPSA for at least the initial set-up. See the Benefits and Limitations and Risks sections for further exploration of the pros and cons for the Town of Crossfield to consider.

The regional partners will need to set up a joint governance model to facilitate governance and oversight of the regional model, a central reporting point for the Detachment Commander, a platform for community engagement for all the partners to set priorities for region's policing services and communicate any challenges or issues. This will reduce the time required for the Detachment Commander reporting to community partners individually and will ensure the same information is received at the same time.

An operating and cost sharing agreement will need to be established to set service levels and expectations and define the formula for sharing the costs across all the regional partners. This may be challenging to get buy-in from the province because it would require a unique model outside of the current PFM and RCMP policing committees. It will be challenging to set up a true regional model serving the MPSA municipalities and the surrounding provincial area without participation from the province of Alberta. The province is about to conduct a review of the PFM so having an alternative option like this that could provide the PPSA communities more direct influence over their policing services may be appealing. It may also attract other PPSA policed municipalities from surrounding areas to join, such as those policed out of Sundre Olds, Airdrie Provincial and Three Hills. Having the support and buy-in of all the partner municipalities will help with advocating to the province to consider re-directing PFM dollars to this option instead. Further expansion of the regional partners would require further exploration of the resourcing and infrastructure needs. There may also be opportunity to work with the Airdrie Provincial detachment to create the regional model and limit the need to build two new detachments in fairly close proximity. This would also result in the pooling of an even larger group of resources across multiple locations to improve service delivery.

Governance

Successful operation of this model requires a strong, representative governance structure to enable joint planning and decision making. A committee should be established with representation from each municipal partner to provide oversight for policing services. A governance agreement and standard operating procedures should be developed with the province of Alberta and the RCMP to ensure they recognize this body as the decision-making entity for policing services in the region, with each municipality as a signatory on the agreement. The agreement should include the cost sharing formula and process. The agreement should also require a regular review cycle of the regional model to ensure it continues to provide value to the partner municipalities. The Regional Detachment Commander should be responsible for reporting to the joint governance body. All planning and priority setting should be done on a regional basis while addressing as many local municipal priorities and concerns as possible.

Management

The Regional Detachment Commander should be responsible for reporting to the regional governance body.

Additional support would be required to manage and administer the cost allocation model and the governance structure including supporting regional planning and reporting requirements.

Staffing and Service Levels

The total number of sworn officers is based on the current state model with the addition of the enhanced position allocated to the Town of Crossfield. As stated above, it was assumed that the Carstairs municipal contract would receive a similar number of resources as the existing Didsbury MPSA.

Through a Memorandum of Understanding, the enhanced position is dedicated to the Town of Crossfield to focus on community policing and community engagement. As this MOU is still in place and followed in the Airdrie Provincial detachment it was assumed this will still be the case in the regionalized model. As outlined earlier the risk remains risk that the province of Alberta could decide to roll all the enhanced positions into the PPSA complement in the future and the MOU would no longer be followed. The new regional detachment would have 16 sworn officer positions and 4 civilian support positions. There would be an equal number of municipal and provincial positions. The detailed breakdown is provided in the table below.

Table 31: Staffing Levels for Regional Detachment

	Staff Sergeant	Sergeant	Corporal	Constable	Civilian Support	TOTAL
Municipal Resources		1	1	6	2	10
Provincial Resources	1		1	6	2	10
TOTAL	1	1	2	12	4	20

Based on available data the Town of Crossfield represented between 2% and 5% of the Airdrie Provincial detachment's occurrences, as shown in the table below. While it is not possible to measure the amount of time the enhanced position truly spends in the Town of Crossfield, the ratio of occurrences could be used to infer that there is a higher chance the enhanced position is called away from the Town of Crossfield in the current state. When Crossfield's occurrences are considered in the with the new regional partners it results in a lower percentage of occurrences that take place outside of the Town of Crossfield. However, it is also important to note that the number of occurrences are weighted equally in the below table, when in actuality required time responding to an occurrence will vary based on severity, complexity and location.

Table 32: Crossfield Occurrence Data as a Percentage of the Airdrie Provincial Detachment and the New Regional Detachment, 2020-2023

	2020	2021	2022	2023
Town of Crossfield Occurrences	248	265	425	358
Total Occurrences Responded to by Airdrie Provincial Detachment	14,393	12,410	11,480	7,726
% of Airdrie Provincial Occurrences in Town of Crossfield	2%	2%	4%	5%
Total Occurrences Responded to by Didsbury Detachments (Municipal and Provincial)	5,071	5,805	3,909	3,558
% of Occurrences in Regional Model within Town of Crossfield	5%	4%	10%	9%

Service Level Geographic and Response Time Analysis

An analysis was completed to estimate the longest response time for the new detachment area that includes the Town of Crossfield added to the current Didsbury detachment area. The map below illustrates some of the farthest driveable points for the purpose of estimated the longest response times if only one officer is on patrol. For example, if an officer was at Point D and had to respond to a call at Point E, it would take 1 hour and 32 minutes (when following all posted speed limits). The following map shows the geographical area of the Didsbury Provincial Detachment and Didsbury Municipal Detachments in black, and partner municipality geographical areas in red.

Figure 23: Regional Detachment Map

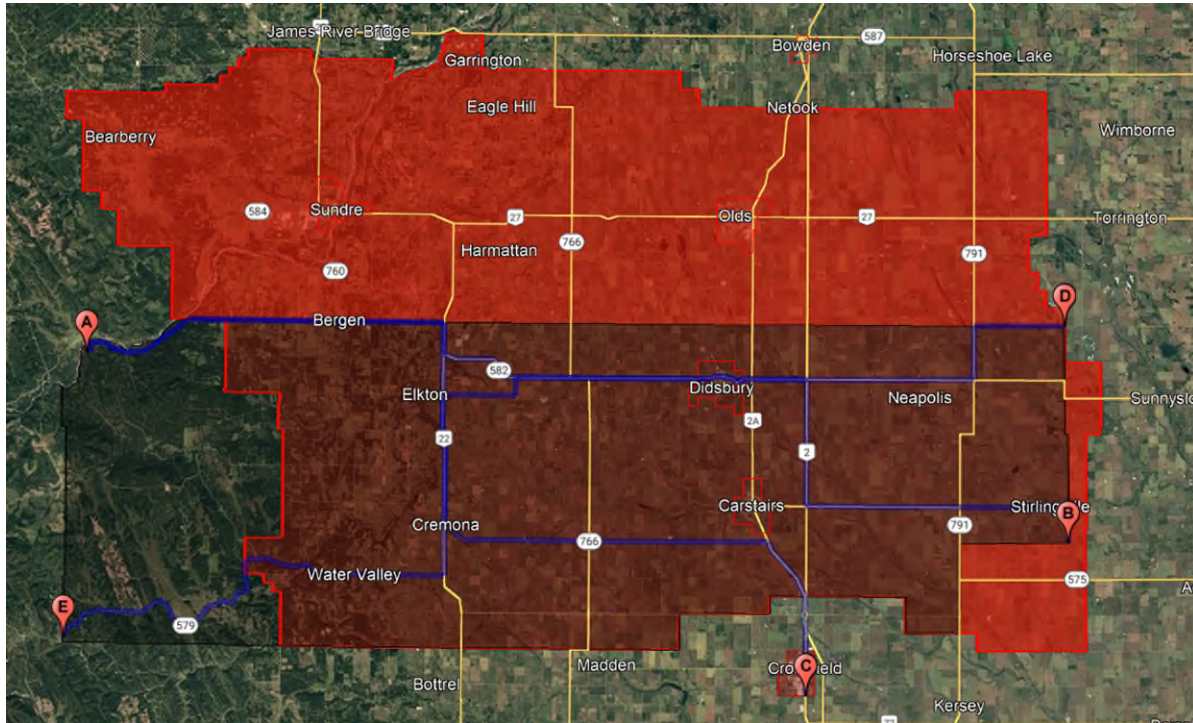


Table 33: Detachment Area Geographic Analysis of Longest Distance

Route	Kilometres	Time
Point A to Point B	109 km	1 hour 27 minutes
Point A to Point C	96.9 km	1 hour 17 minutes
Point D to Point E	122 km	1 hour 32 minutes

To provide a service level that has a maximum response time of 30 minutes, it is assumed that there would need to be a minimum three officers on patrol at any given time working in equally spaced patrol zones across the detachment area. To execute this assumption officers would need to be spaced appropriately throughout the region, taking into consideration available roadways and speed limits. This does not however take into consideration police activity levels, where areas of higher population may need more police presence. The following figure shows an example of three officers located throughout the region at a point in time to respond to each point in 30 minutes or less. Response times would be extended in scenarios where a single officer has to wait for back-up to attend a more serious call for service.

Figure 24: Service Level Scenario Analysis, Example Officer Locations

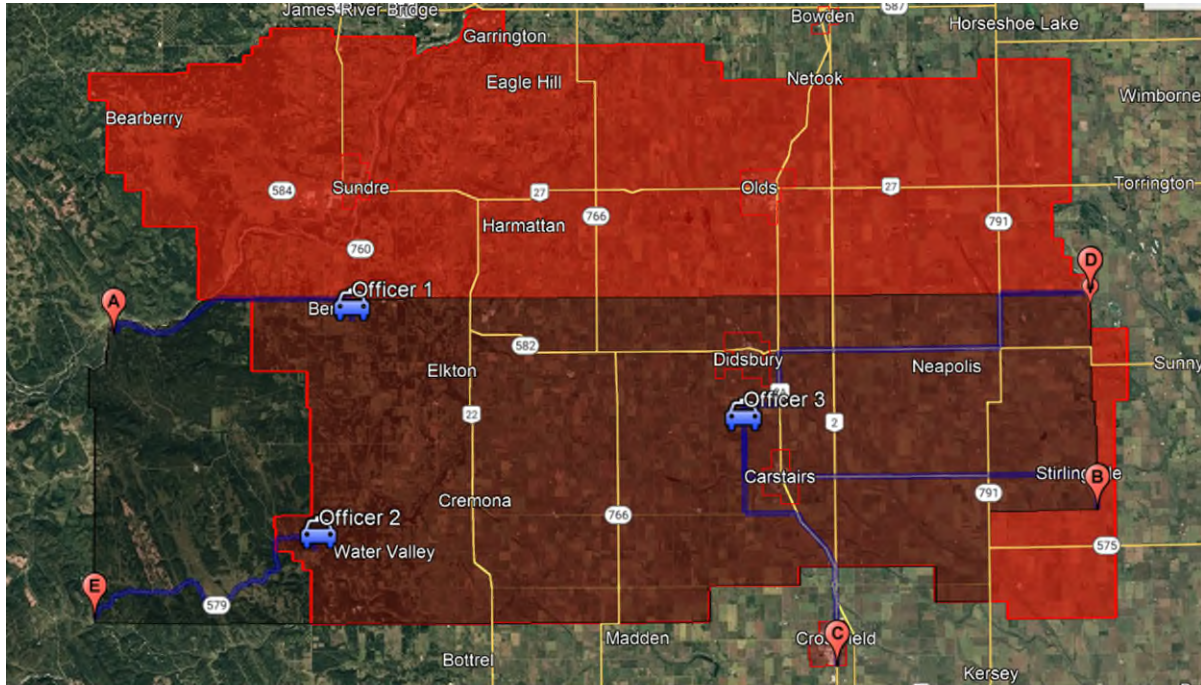


Table 34: Scenario Analysis Officer Response to Remote Points

Route	Kilometres	Time
Officer 1 to Point A	25.6 km	30 minutes
Officer 2 to Point E	28.6 km	30 minutes
Officer 3 to Point D	43.3 km	28 minutes
Officer 3 to Point B	39.0 km	30 minutes
Officer 3 to Point C	27.0 km	19 minutes

A detachment that is always staffed with at least two officers 24/7 requires 17,520 operational hours. A 14-member detachment, if fully staffed all year, has 23,492 hours available (this only assumes the Corporal and Constables are considered operational). The Detachment Commander Staff Sergeant and an additional Sergeant would be available in addition to the 14 frontline members considered operational.

Table 35: Annual Constable Available Hours Calculation

Annual Available Hours Calculation	Annual Hours
Total Constable Paid Hours	2,088
Vacation (4 weeks)	-160

Annual Available Hours Calculation	Annual Hours
Sick (10 shifts)	-100
Court	-70
Training (2 weeks)	-80
Total Working Hours/Officer	1,678

The regional detachment would be able to have officers on duty 24/7 with capacity remaining to accommodate vacancies or additional staffing for peak service hours. This would be an improvement in service levels from the current 20 hours of coverage for the municipal partners currently policed out of the Didsbury Detachment. The chart below shows the available FTEs if a 20 hour and 24-hour service model were used. A 24/7 operational model would allow officers completely unfettered time off as there would be no requirement to be on Operational Readiness.

Table 36: Regional Detachment Operational Hours

	20 Service Hours / 4 On Call Hours	24 Service Hours / 0 On Call Hours
Total Detachment Daily Operational Hours	20	24
Total Annual Operational Hours (2 officers on at all times)	14,600	17,520
Total Annual Operational Hours (3 officers on at all times)	21,900	26,280
Total Annual Operational Hours (3 officers on during peak times, 9:00 am – 9:00 pm)	N/A	21,900
Available Operational Hours with 14 Frontline Sworn Officers	23,492	23,492
FTE Surplus/Deficit (2 officers on at all times)	5.3	3.6
FTE Surplus/Deficit (3 officers on at all times)	1.0	(1.7)
FTE Surplus/Deficit (3 officers on at peak times)		1.0

After applying the 20% leave and vacancy estimate this reduces the available hours from 23,492 to 18,794. This would result in the following FTEs available:

Table 37: Regional Detachment Operational Hours at 80%

	20 Service Hours / 4 On Call Hours	24 Service Hours / 0 On Call Hours
Available Operational Hours with 14 Frontline Sworn Officers at 80%	18,794	18,794

	20 Service Hours / 4 On Call Hours	24 Service Hours / 0 On Call Hours
FTE Surplus/Deficit at 80% (2 officers on at all times)	2.5	0.76
FTE Surplus/Deficit at 80% (3 officers on at all times)	(1.9)	(4.5)
FTE Surplus/Deficit at 80% (3 officers on at peak times)	N/A	(1.9)

Achieving a 30 minute response time as a service level would require a minimum of three officers for the new regional detachment geography. This would require 17 operational officers when the vacancy rate is considered. With the 14 frontline officers a 24/7 model is possible but only two members would be on shift at a time increasing the estimated response time to 45 minutes or more. This assumes officers are using a patrol zone model to police the large geography.

In order to enhance coverage times to 24/7 and increase the opportunity for specialized services, it is likely that the regional model would benefit most from utilizing two officers on at all times. The additional FTE potential opens up the possibility for expanded services, more specialization and more time spent on community engagement and proactive and preventative policing efforts. The Sergeant position could take on an element of the community outreach and support the Detachment Commander in these efforts to ensure local priorities are understood and integrated into the service delivery model where possible. The additional capacity could also take on initiatives like youth outreach, dedicated traffic support and be more flexibility to adapt to the priorities of the community partners. The resources would need to be shared across a larger geography and would need to be mindful of tracking and reporting on the value each partner was getting from any specialized service.

A regional model would also allow for some specialization of civilian support services into functions that are serving the whole region because of the larger workload. This could include services like data analytics, court preparation and support and partner reporting. The municipalities may also want to add a financial analyst or pay for part-time usage of a financial resource from one of the municipalities to support the administration of the cost sharing agreement as the RCMP Divisional finance team likely will not have the capacity to accommodate the application of the cost sharing formula or any additional analysis needed to complete the reconciliation of costs at the end of the year.

This would result in the opportunity for expansion of service levels for those served by the Didsbury Detachment and similar service delivery for the Town of Crossfield. Although their current policing out of the Airdrie Provincial Detachment has regional specialized services co-located in their building, the CRU and GIS data indicated these teams are serving the entire southern region and are not providing direct support to the frontline policing in the detachment.

Infrastructure

A new detachment building would be needed to house the operational and support space (locker rooms, fitness facilities, evidence and equipment storage, etc.) for the additional personnel. A new regional building provides the potential for additional space to accommodate integration of the community peace officers in the region if desired to allow for more functional coordination and integration of the public safety services. This would allow the two services to cover more ground with patrols and increase visibility and reduce overlap or duplication. The new building similar to the Carstairs only detachment in the previous model could also be large enough to rent out space for additional provincial RCMP resources working in the region.

Financial Implications

The regional model financial analysis is separated between MPSA and PPSA policing agreements to provide as close a comparison as possible to the current state of the non-regionalized model. One of the major challenges is the current PPSA PFM costs charged to PPSA municipalities are based on 2018 RCMP PPSA costs, making comparison of the current state to a regional model that does not use PFM costs challenging. In addition to the age of the financial data used to calculate the costs recovery is the consideration that only 30% of the frontline policing costs are recovered from the PPSA municipalities. The analysis below attempts to account for this nuance. Two cost allocation methodologies are included: The first is an allocation based on the current cost allocation methodology for the MPSA and PPSA municipalities and the second is a full reconciliation of all the costs across the regional partners.

Current Cost Allocation Methodology

MPSA policing costs for 8 sworn members would be \$1.5 million in 2024/25. This would result in a cost per capita of \$148 for Didsbury and Carstairs. When municipal employee costs are added the cost/capita increases to \$166 for the two towns.

Table 38: Estimated MPSA Costs for Didsbury and Carstairs in the Regional Detachment

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Pooled Indirect and Direct at 70%/Regular Member	\$173,447	\$173,671	\$178,074	\$184,533	\$191,254	\$196,866
Extra Duty Pay/RM	\$8,750	\$9,056	\$9,373	\$9,701	\$10,041	\$10,392
Corps of Commissionaires/RM	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478
Total Cost/RM	\$185,197	\$185,817	\$190,630	\$197,513	\$204,672	\$210,736
Number of Regular Municipal Members	8	8	8	8	8	8
Total Municipal RCMP Expenditures	\$1,481,576	\$1,486,538	\$1,525,040	\$1,580,101	\$1,637,373	\$1,685,891
Additional Estimated Costs for Civilian Support (2	\$200,000	\$207,010	\$214,265	\$221,774	\$229,547	\$237,592

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
positions with benefits and administrative costs)						
Total MPSA Policing Costs	\$1,681,576	\$1,693,546	\$1,739,305	\$1,801,878	\$1,866,923	\$1,923,480
Carstairs Estimated Costs/Capita	\$168	\$169	\$174	\$180	\$187	\$192

The PPSA costs were estimated using the RCMP cost/member at 100% with the addition of the civilian support positions. The 30% was then applied to simulate the PFM model cost allocation. The PFM is current under review by the Ministry of Public Safety and Emergency Services, meaning there is potential for this cost estimation to change in the future. The cost per capita for the Town of Crossfield and Mountainview County would be \$60 in 2024/25. This would be very similar to the current cost/capita for these municipalities.

Table 39: Estimated PPSA Costs for Crossfield and Mountainview County in the Regional Detachment

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Pooled Indirect and Direct at 100%/Regular Member	\$247,782	\$248,102	\$254,392	\$263,619	\$273,219	\$281,237
Number of Regular Municipal Members	8	8	8	8	8	8
Additional Estimated Costs for Civilian Support (2 positions with benefits and administrative costs)	\$200,000	\$207,010	\$214,265	\$221,774	\$229,547	\$237,592
Total PPSA Policing Costs	\$2,182,256	\$2,191,826	\$2,249,401	\$2,330,726	\$2,415,299	\$2,487,488
Municipal Portion of Frontline Policing Costs (30%)	\$654,677	\$657,548	\$674,820	\$699,218	\$724,590	\$746,246
PPSA Estimated Costs/Capita	\$60.70	\$60.96	\$62.56	\$64.83	\$67.18	\$69.19

Regional Reconciliation Cost Allocation Methodology

If the total costs for the regional model were equally shared between the partner municipalities the estimated cost per capita would be \$113. The costs were distributed solely on a population basis for this calculation. This reconciliation does not include the detachment building costs incurred by the towns of Didsbury and Carstairs.

Table 40: Regional Model Financial Reconciliation

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Regional Municipal Costs	\$1,681,576	\$1,693,546	\$1,739,305	\$1,801,878	\$1,866,923	\$1,923,480
Total Regional PPSA Costs	\$654,677	\$657,548	\$674,820	\$699,218	\$724,590	\$746,246
Total PPSA Policing Costs	\$2,336,253	\$2,351,094	\$2,414,125	\$2,501,096	\$2,591,513	\$2,669,726
Regional Cost/Capita based on population	\$112.57	\$113.28	\$116.32	\$120.51	\$124.87	\$128.64

Benefits

Conceptually, the regional model has several strategic advantages. With a blend of larger and smaller municipalities, the regional model allows for a critical mass of calls for service and workload volumes to justify the presence of officers that smaller municipalities would not have the budget and call volume to otherwise support. The regionalized services also allows for enough capacity within the services to reduce the impact of various leaves and position vacancies to minimize disruption of service provision. The geography of the region makes the regional model very appealing because the municipalities are located in proximity and are knitted together by pockets of interspersed provincial areas. The population moves fluidly throughout the region as does the crime, therefore approaching policing and publicly safety on a regional basis is beneficial to the police service.

The regional model results in a small increase in the staffing level by incorporating the town of Crossfield enhanced position and if fully staffed allows for the potential to be a 24/7 detachment. The increased capacity and critical mass of workload allows for the potential of specialized services and support within the region. The regional detachment would be more able to take on specialized initiatives for sworn officers including community engagement, youth outreach or school resource officer efforts, general investigative services, traffic, and more. This would be beneficial as the regional partners reported consistent public safety priorities during consultation and occurrence data for the region had consistent trends and areas of demand. The larger pool of resources also provides a buffer to manage leaves and vacancies without immediately having to reduce service levels.

The upcoming review of the PFM may provide an opportunity for the region to lobby to the provincial government to allow a trial of a regional management and governance model that integrates PPSA and MPSA resources but allows PPSA municipalities to have more local influence over their policing investment by directing it into this cost sharing model with local MPSA partners. There is the opportunity to explore expanding the potential regional model by re-aligning provincial resources in nearby detachments such as Three Hills, Sundre, Airdrie Provincial, and Olds.

Limitations and Risks

The regional model is complex to execute however, and in other locations where the RCMP uses a “regional model” they often lack a formalized structure resulting in several challenges including confusion amongst the municipalities about what value they are receiving from participating in the regional model. They are heavily reliant on good communication and working relationships between the municipal leadership and the RCMP which can be reliant on specific individuals to ensure the success of the model when there are not formalized agreements in place.

The regional model is made overly complex by the following components of the current RCMP policing model and administration:

- Mixed service provision and complexity of funding “positions” instead of services;
- Lack of true regional governance and management structures;
- Lack of formalized agreements and standard operating procedures;
- Lack of data tracking to determine equitable cost sharing; and
- Combination of PPSA and MPSA municipalities and the variation in their funding contributions.

If the province does not allow the PPSA municipalities in the region to participate in the cost sharing model and capture their policing contributions in the regional model it will be difficult to include them in the regional model. They would be limited in their ability to participate in the governance model based on current legislation and they would be unable to be true participants in the cost sharing agreement. If implemented this would be the first regional model of its kind in Alberta that has not only a shared governance structure but also a unique cost sharing agreement. The regional partners will need to work with the RCMP to ensure they can get the necessary reporting to support the administration of the model. It will require getting buy in from all the involved parties.

There is also a risk that there will be no net new positions added when the Town of Carstairs finalizes their new MPSA and similar risk with the future emergency of the Town of Crossfield. Due to the low CSI and occurrences the province and the RCMP could decide to transition PPSA resources to the new MPSA instead of adding new positions. This would reduce the complement and service levels in the regional detachment.

The MPSA transition takes at least two years based once the municipality advises Public Safety Canada they have exceeded the population threshold based on discussions with Diamond Valley who recently went through this process. Many changes could occur within two years, and it is impossible to perfectly forecast what the policing and law enforcement environment will look like.

A true regional service model faces some operational challenges that affect the supervisors’ ability to see all their resources while in the field. The detachment commanders and their supervisors do not have access to the CAD systems, necessitating reliance on PROS and the ATAK mobile app for tracking and managing resource deployment.

The decision is most complicated for the Town of Crossfield and Mountain View County. The Town of Crossfield is already benefitting from a larger pool of resources and although Rocky View County drives more of the occurrences and contains more of the population in their detachment area they are also

receiving services from three other RCMP detachments. Crossfield is already a part of a 24/7 service model. In contrast, there is the potential benefit that the Town of Crossfield may have more influence in the proposed regional model as a more equal partner, as compared to being a smaller component of the current detachment makeup. Mountain View County is also receiving police services from two other RCMP detachments. A major opportunity of the regional model for the County would if all policing services could be consolidated into one detachment. This would streamline communication and ensure more consistency in service delivery to all residents of the County. If only a portion of the County was included in the regional model this would really limit its ability to truly participate in the governance and cost sharing elements of the regional model. It would be incredibly difficult if not impossible to re-direct only a portion of their provincial policing contribution to the regional model.

Opportunities for Further Regionalization

In addition to the RCMP, four of the five municipal partners utilize Community Peace Officers (CPOs) to enhance community safety and enforcement capacity for their residents. CPOs complement the work of police officers in enforcing specific laws and regulations, such as municipal bylaws and provincial statutes specific to the needs of their community or agency, including moving violations under the *Traffic Safety Act* and elements of the *Gaming, Liquor and Cannabis Act*. Alongside a potential regionalized RCMP, integrated and regionalized CPOs could support municipalities in promoting visibility within the region as well as potentially diverting calls from the RCMP to improve response times.

Similar to the benefits of a regionalized RCMP model, a regionalized CPO model would allow for a critical mass of calls for service and workload volumes to justify the presence of officers that smaller municipalities would not have the budget and call volume to otherwise support, improving proactive public safety measures throughout the region. There is also the opportunity to share the cost of municipal enforcement services, allowing smaller municipalities to contribute when in the current state they may not be able to bear costs to run a robust CPO program on their own. If the region already had a governance model and cost sharing structure in place for policing that could easily be expanded to the CPO service model. It would also reduce the burden on the municipalities to oversee, hire and train all their own officers and would allow for service continuity even if there were vacant positions which would be difficult currently with the smaller number of CPOs in each individual municipality.

Management and Administration

In order to effectively manage a regionalized municipal enforcement service a centralized management and administration body would need to be established. This could potentially take the form of a regional board that hires a director position to administer the CPO program. This should be the same group that serves as the governance body for the regional policing model.

The director position would be responsible for or delegate hiring, recruitment, vacancy management, complaint management and other administrative supports. The director would likely need to develop an administrative team or leverage capacity from existing supports in the partner municipalities.

To operate a CPO program would require administrative support to manage the financial, human resources, equipment, fleet, and information management and technology. These roles may not necessarily need to be hired, and could potentially be compiled through FTE availability between the partner municipalities. These resources could also support the regional policing model handling the financial responsibilities of administering the cost sharing model the administration of the joint governance body. They could also support the communication between the RCMP and the regional governance body.

Key Takeaways for Consideration

The table below summarizes and compares the two model options.

Table 41: Non-Regionalized and Regionalized Model Comparison

	Non-Regionalized Model	Regionalized Model
Resourcing Model	<ul style="list-style-type: none"> Reduction in service hours for the Town of Carstairs, Village of Cremona, Town of Didsbury and Mountain View County served by the Didsbury Detachment Same number of resources split across two separate teams and buildings Status quo for the Town of Crossfield 	<ul style="list-style-type: none"> Positions: 14 Operational Regular Members Potential for 24/7 service Leadership: 1 Staff Sergeant and 1 Sergeant
Infrastructure Implications	<ul style="list-style-type: none"> Building of new Carstairs detachment Potential joint use agreement for cell usage between Didsbury and Carstairs 	<ul style="list-style-type: none"> Building of new detachment
Financial Implications	<ul style="list-style-type: none"> Increase to Town of Carstairs/Capita: +\$90 Increase to Town of Didsbury/Capita: \$0 	<ul style="list-style-type: none"> Cost Sharing model to be determined Reliant on the results of the PFM for PPSA municipalities
Benefits	<ul style="list-style-type: none"> Dedicated municipal resources to a smaller geographical area for the Town of Carstairs Cleaner reporting for the Town of Carstairs 	<ul style="list-style-type: none"> Capacity to provide presence in smaller municipalities Potential of 24/7 service Reduced volatility due to leaves and vacancies Additional FTE allows for potential for specialized initiatives
Limitations and Risks	<ul style="list-style-type: none"> Reduced service hours 	<ul style="list-style-type: none"> No pre-existing structure or formalized agreements

	Non-Regionalized Model	Regionalized Model
	<ul style="list-style-type: none"> • Increased volatility due to leaves and vacancies • No potential for specialized service capabilities • Limited ability for proactive or preventative efforts • Members will have to do more Operational Readiness limiting their unfettered time off • No increase to policing resources 	<ul style="list-style-type: none"> • Cost-sharing model for PPSA municipalities dependant on the province of Alberta • Timeline to transition to MPSA • Requires buy-in from all the municipal partners • Vulnerable to political perspectives changing and partners wanting to exit the model • RCMP reporting is currently limited in detail to accurately report on value for each partner • Mountain View County may not be able to truly participate in the cost sharing model if they continue to receive police service from three RCMP detachments • The Town of Crossfield runs the risk of receiving reduced service delivery

Implementation Recommendations

There are several steps the municipal partners should take if a regional model is selected.

The first will be to determine buy-in from the group and then begin to familiarize the province with the idea and the required changes to the current state that will be needed. The second will be to begin discussions with the regional partners and the Divisional and District RCMP about their infrastructure needs and determine if there are co-location opportunities. Including the province of Alberta in these discussions is an important option to consider as they may be keen to support the RCMP participating in this opportunity to co-locate.

It would also be beneficial to build out the cost sharing model with input from the RCMP to present to the province to make a case for re-directing PPSA policing funds for the municipalities that want to join the regional structure. Ideally this is in advance of, or at the same time as their review of the PFM.

Once the Federal census is released, the Town of Carstairs will want to initiate the MPSA process with Public Safety Canada due to the length of the process. Both Carstairs and Crossfield should begin planning for the increased costs of entering into an MPSA.

Implementation Considerations

The following sections provide further considerations for approaching the set up of the regional partner model.

Setting up the Regional Governance and Management Structure

One of the key challenges with the existing RCMP “regional” detachments is they lack a formal governance structure. The regional-based services often have no associated joint decision making, planning, communications, reporting or formal agreements at the governance level. There is no documentation outlining how the regional model should function and what the accountabilities of all the municipalities are or should be. Coupled with limitations in data tracking and reporting, this results in concerns from municipalities that they are not receiving value for their contributions and lack understanding about the services they receive regionally that are not included in a cost sharing arrangement.

Both regional detachment commanders in the Elk Valley and Peace Regional area spoke to the importance of buy-in and all the partners understanding the model. The importance of buy in supports the development of an agreed upon framework and structure as the first piece of implementation. This will require all the partners working together, including the province and senior Divisional and District RCMP, to ensure the decision makers are at the table that can make a regional model possible.

Establish Formalized Agreements and Standard Operating Procedures

The RCMP regional models are a mix of regional policing and municipal based policing, but there is no agreement or standard operating procedures that document how the model functions or should function. There is no regional governance structure or decision-making body that oversees or are consulted on the regional elements of the model. It is important to develop these agreements to ensure smooth operations upon the establishment of a regional model.

Civilian Police Oversight

The recent *Police Amendment Act 2022* created formal governance bodies for all communities policed by the RCMP in Alberta, varying depending on population and contract type. Small and rural communities served by the RCMP under the Provincial Police Service Agreement will be represented on a provincial board that will make recommendations on province-wide policing priorities. Communities under 15,000 with municipal RCMP contracts will be represented by regional governance bodies – but will have the option to form their own local governance body.

This means that under the current legislation, communities with an MPSA such as the Town of Didsbury and future MPSA communities will be represented by regional governance bodies or a developed local governance body. Regional governance bodies will be established to align with the four RCMP districts in Alberta, representing five to 10 municipalities with at least one representative appointed by each municipality represented. If a municipality were to create a local governance body, the municipal council would also be responsible for costs and selection process for members of a local board and may face additional requirements such as having provincial members on the committee and enhanced security background checks. Municipalities will also need ministerial approval in order to opt out of a regional committee and/or form a joint municipal committee.

However, PPSA communities such as Mountain View County, the Town of Crossfield, the Village of Cremona and the Town of Carstairs would be represented through separate governance on a provincial board.

In order to best facilitate a regional detachment model, communities would need to advocate for the ability for PPSA partner detachments to join the local governance body that provides oversight to the detachments in the regional model. This is currently not available under existing legislation and an exemption would need to be granted.

Creating a Cost Sharing Agreement

The ability to cost share in a regional detachment may be limited by the current cost sharing approach used by the RCMP to fund positions compared to determining the full cost of services and sharing those costs amongst partners for integrated services. It becomes difficult to determine if partners are contributing their fair share and to divide non-salary costs between regional partners. If a position becomes vacant this further complicates tracking the contributions amongst the partners.

An alternative would be to utilize a system to monitor costs and demands that better reflect the complexity of today’s policing environment so that both the RCMP and its contract partners can be confident that the costs of policing are transparent and accountable to those ultimately paying for those services. However, there was no indication from the RCMP that a different cost tracking or cost allocation system is being explored to better administer regional or post detachment models.

If costs were allocated strictly on basis of population as outlined in the Financial Implications section of the Regional Model above, the cost/capita would be \$113.

Table 42: Cost Allocation Model Based On Population

	Total Population	Population Proportion (50% cost allocation)	Total Costs (2024/25)	Total Costs/Capita
Carstairs	4,898	24%	\$551,359	\$112.57
Didsbury	5,070	24%	\$570,720	\$112.57
Crossfield	3,599	17%	\$405,133	\$112.57
Cremona	437	2%	\$49,192	\$112.57
Mountainview County*	6,750	33%	\$759,848	\$112.57
TOTAL	20,754	100%	\$2,336,253	

A more accurate way to distribute frontline and management costs to the partners would be to incorporate their service needs and demands by considering both population and occurrences. As a starting point 50% could be allocated based on population and 50% based on the proportion of occurrences in the partner’s region. This would allow for municipalities with an increased need for resources because of more activity and higher crime to contribute an equitable amount to policing services. A proposed cost allocation model for the regional model is provided in the table below. Total occurrences from 2022 and 2023 were averaged as these were the most complete data sets available for occurrences by location. Estimated costs for 2024/205 of \$2,336,253 were used in the table below.

Table 43: Cost Allocation Model Using Population and Historical Occurrences

	Total Population	Population Proportion (50% cost allocation)	Total Average Occurrences (2022-2023)	Occurrence Proportion (50% Cost Allocation)	Total Costs	Total Costs/Capita
Carstairs	4,898	24%	406	9%	\$385,391	\$78.68
Didsbury	5,070	24%	844	19%	\$498,711	\$98.37
Crossfield	3,599	17%	825	18%	\$412,027	\$114.48
Cremona	437	2%	87	2%	\$45,871	\$104.97
Mountainview County*	6,750	33%	2,353	52%	\$994,253	\$147.30
TOTAL	20,754	100%	4,515	100%	\$2,336,253	

*The County population is adjusted to 52% of its total because portions are served by other RCMP detachments.

For specialized services, such as School Resource Officers, it would be beneficial to track the number of hours these resources are spending in each partner community to fairly allocate their costs at the end of the year. A dedicated traffic position could take a similar approach. Any regional proactive work should be evenly split across the partners by population.

Building in Considerations for Additional Regional Partners

If a regional model is successfully implemented, it may be attractive to neighbouring municipalities that currently fall within the PPSA responsibility if it provides the opportunity to opt out of the PFM. As there are a number of municipalities in close proximity it would be beneficial to consider the process for incorporating additional partners when establishing the governance and cost sharing model.

Provincial Involvement

The RCMP regional model is further complicated by a large geographical provincial area in the region. The province funds resources that are directly integrated into multiple detachments deployment models making it difficult to determine whether there are enough provincial resources to provide adequate and effective policing services to those areas. These integrated model lacks adequate data collection and monitoring and does not provide clarity if municipalities are supplementing provincial policing resources or vice versa.

Appendix

Occurrences by Detachment⁷

The tables below provide occurrence summaries by detachment for Didsbury Municipal, Didsbury Provincial and Airdrie Provincial between 2019 and 2023 (2020 – 2023 for the Didsbury Municipal Detachment).

As shown below, overall occurrence numbers within the detachments varied with Didsbury Provincial experiencing an average annual reduction in occurrences of -11%, Didsbury Municipal experiencing an average annual increase of 13% and Airdrie Provincial experiencing a average annual reduction of -14%.

Table 44: Summary of Criminal Code Offences for Didsbury Provincial

Didsbury Provincial							
CATEGORY	2019	2020	2021	2022	2023	Annual Average*	Average Annual Growth Rate
Other Provincial Traffic	2,274	2,711	3,428	1,770	1,486	2,334	-5%
Property Damage MVC (Reportable)	388	294	256	350	348	327	0%
Other Provincial Stats	234	198	144	87	92	151	-19%
Theft Under \$5,000	246	125	70	52	50	109	-31%
Mental Health Act	143	113	80	64	71	94	-15%
Criminal Code Traffic	158	75	57	56	53	80	-21%
Mischief - Other	194	77	49	30	39	78	-28%
Assault	101	77	71	50	65	73	-10%
Mischief - Damage To Property	72	92	81	54	48	69	-8%
Break & Enter	102	71	65	46	34	64	-26%
Fraud	97	57	59	55	47	63	-15%
Fail to Comply & Breaches	75	71	57	41	42	57	-13%
Property Damage MVC (Non Reportable)	70	61	43	62	44	56	-10%
Theft of Motor Vehicle	103	52	25	21	28	46	-23%
Uttering Threats	39	50	45	31	43	42	4%
Other Criminal Code	55	37	32	24	37	37	-9%
Injury MVC	23	16	39	44	48	34	34%

⁷ Sourced from Didsbury Provincial 2023 December Five Year Crime Stats, Didsbury Municipal 2023 December Five Year Crime Stats, Airdrie Provincial 2023 December Five Year Crime Stats provided by respective RCMP Detachments

Disturbing the peace	85	38	17	12	16	34	-29%
Criminal Harassment	33	26	40	22	31	30	4%
Municipal By-laws	41	42	28	18	19	30	-15%
Possession Stolen Goods	58	40	14	16	18	29	-18%
Roadside Suspension - Alcohol (Prov)	N/A	N/A	N/A	N/A	22	22	N/A
Offensive Weapons	10	11	20	19	18	16	20%
Liquor Act	15	12	18	10	17	14	7%
Theft Over \$5,000	23	9	13	7	4	11	-34%
Cannabis Act	15	14	14	3	1	9	-71%
Other Sexual Offences	12	9	9	3	13	9	-4%
Sexual Assaults	8	6	9	9	12	9	13%
Drug Enforcement - Possession	6	7	13	11	4	8	-22%
Federal - General	10	16	2	1	5	7	1%
Other Traffic	7	7	2	9	4	6	38%
Drug Enforcement - Trafficking	7	0	5	8	5	5	N/A
Arson	3	4	7	3	1	4	-37%
Extortion	1	1	3	4	7	3	69%
Municipal By-laws Traffic	5	3	0	2	2	2	N/A
Robbery	0	4	1	5	0	2	N/A
Roadside Suspension - Drugs (Prov)	N/A	N/A	N/A	N/A	2	2	N/A
Kidnapping/Hostage/Abduction	0	2	0	0	6	2	N/A
Fatals	2	0	2	2	2	2	N/A
Offences Related to Death	0	1	3	1	2	1	N/A
Drug Enforcement - Other	3	0	0	0	1	1	N/A
Drug Enforcement - Production	0	3	0	0	0	1	N/A
Cannabis Enforcement	3	0	0	0	0	1	N/A
Total Occurrences	4,721	4,432	4,821	3,002	2,787	3,974	-11%

*Totals may not reconcile due to rounding

Table 45: Summary of Criminal Code Offences for Didsbury Municipal⁸

Didsbury Municipal						
Category	2020	2021	2022	2023	Annual Average*	Average Annual

⁸ Data not available for 2019 as the Municipal Detachment was formed in 2020.

Didsbury Municipal						
						Growth Rate
Other Provincial Traffic	83	185	247	189	176	44%
Mental Health Act	61	73	100	60	74	6%
Other Provincial Stats	71	89	46	50	64	-5%
Property Damage MVC (Reportable)	23	52	56	58	47	46%
Theft Under \$5,000	57	84	41	36	44	-5%
Fail to Comply & Breaches	20	33	62	82	39	62%
Assault	29	60	29	40	32	31%
Mischief - Damage To Property	24	58	38	29	30	28%
Municipal By-laws	29	35	29	18	28	-11%
Fraud	30	30	29	43	26	15%
Disturbing the peace	34	36	30	13	23	-22%
Mischief - Other	22	34	25	29	22	15%
Uttering Threats	22	32	22	26	20	11%
Break & Enter	23	33	13	13	16	-6%
Criminal Harassment	12	17	23	27	16	31%
Other Criminal Code	15	16	17	23	14	16%
Criminal Code Traffic	12	9	8	21	13	42%
Theft of Motor Vehicle	21	16	9	5	10	-37%
Property Damage MVC (Non Reportable)	9	9	15	4	9	-2%
Possession Stolen Goods	13	12	8	8	8	-14%
Roadside Suspension - Alcohol (Prov)	N/A	N/A	N/A	7	7	N/A
Offensive Weapons	2	15	6	10	7	219%
Drug Enforcement - Possession	1	9	5	11	7	292%
Sexual Assaults	3	6	15	7	6	66%
Drug Enforcement - Trafficking	0	10	5	7	6	N/A

Didsbury Municipal						
Federal - General	3	8	6	1	5	19%
Liquor Act	5	4	6	3	5	-7%
Other Sexual Offences	2	7	1	7	3	255%
Injury MVC	3	1	5	2	3	91%
Extortion	3	0	5	4	2	N/A
Theft Over \$5,000	1	4	1	6	2	242%
Other Traffic	1	2	3	2	2	39%
Municipal By-laws Traffic	2	1	0	1	1	N/A
Cannabis Enforcement	0	0	1	1	1	N/A
Cannabis Act	1	0	1	0	1	N/A
Robbery	0	1	0	1	0.4	N/A
Kidnapping/Hostage/Abduction	0	2	0	0	0.4	N/A
Arson	2	0	0	0	0.4	N/A
Drug Enforcement - Production	0	1	0	0	0.3	N/A
Offences Related to Death	0	0	0	1	0.2	N/A
Drug Enforcement - Other	0	0	0	0	0	N/A
Fatals	0	0	0	0	0	N/A
Roadside Suspension - Drugs (Prov)	N/A	N/A	N/A	0	0	N/A
Total Occurrences	639	984	907	845	771	13%

*Totals may not reconcile due to rounding

Table 46: Summary of Criminal Code Offences for Airdrie Provincial

Airdrie Provincial							
Category	2019	2020	2021	2022	2023	Annual Average*	Average Annual Growth Rate
Other Provincial Traffic	11,381	9,943	9,039	4,747	4,754	7,973	-17%
Property Damage MVC (Reportable)	931	585	591	825	896	766	3%
Theft Under \$5,000	289	229	211	367	334	286	9%
Criminal Code Traffic	203	194	123	100	110	146	-12%

Airdrie Provincial							
Property Damage MVC (Non Reportable)	122	108	113	204	163	142	13%
Injury MVC	123	87	138	166	152	133	10%
Other Provincial Stats	72	116	146	126	201	132	33%
Mischief - Damage To Property	58	122	120	186	114	120	31%
Fail to Comply & Breaches	140	135	129	93	60	111	-18%
Possession Stolen Goods	175	100	84	72	40	94	-29%
Theft of Motor Vehicle	112	86	85	89	82	91	-7%
Fraud	87	79	82	81	91	84	1%
Mental Health Act	45	81	89	91	100	81	26%
Assault	59	63	65	74	106	73	17%
Break & Enter	81	47	48	72	65	63	0%
Roadside Suspension - Alcohol (Prov)	N/A	N/A	N/A	N/A	46	46	N/A
Mischief - Other	87	31	35	30	37	44	-11%
Other Criminal Code	51	42	45	41	36	43	-8%
Disturbing the peace	21	40	39	57	39	39	26%
Theft Over \$5,000	33	34	33	46	35	36	4%
Municipal By-laws	46	33	33	31	20	33	-17%
Uttering Threats	14	32	30	31	38	29	37%
Cannabis Act	43	43	36	12	9	29	-27%
Other Traffic	32	12	23	30	28	25	13%
Criminal Harassment	18	28	30	27	21	25	8%
Liquor Act	27	21	23	24	17	22	-9%
Offensive Weapons	24	29	21	20	16	22	-8%
Drug Enforcement - Possession	36	24	18	13	12	21	-23%
Sexual Assaults	7	7	15	15	10	11	20%
Drug Enforcement - Trafficking	19	14	10	2	6	10	16%
Federal - General	9	9	11	12	7	10	-3%
Other Sexual Offences	2	8	5	13	9	7	98%
Municipal By-laws Traffic	19	4	2	4	7	7	12%
Arson	6	2	2	7	11	6	60%
Fatals	6	2	1	5	5	4	71%
Robbery	3	6	1	7	1	4	133%
Kidnapping/Hostage/Abduction	2	4	1	1	8	3	181%
Cannabis Enforcement	6	4	2	1	0	3	-58%

Airdrie Provincial							
Extortion	0	3	1	1	4	2	N/A
Offences Related to Death	3	2	0	0	1	1	N/A
Drug Enforcement - Other	0	1	0	2	1	1	N/A
Drug Enforcement - Production	1	0	0	1	0	0.4	N/A
Roadside Suspension - Drugs (Prov)	N/A	N/A	N/A	N/A	0	0	N/A
Total Occurrences	14,393	12,410	11,480	7,726	7,692	10,778	-14%

*Totals may not reconcile due to rounding



Thank you



Wherever business takes you

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Outstanding Action List

#	Meeting Date	Motion #	Topic / Direction	Assigned To	Due Date	Status	Status Details
067							
066							
065							
064	June 17, 2025	<i>No Motion</i>	Urban Tree Policy - Follow up with legal	Russ Nash	Q3-2025	COMPLETED	Administration to obtain legal opinion on root invasion from private property to public property and responsibility
061	May 6, 2025	111-2025	Bike Park and Pump Track	Kimber Olsen Russ Nash	Q2-2026	IN PROGRESS	Administration proceeding with the review and issuance of the RFP – RFP to include options for lighting and paving.
041	Dec 3, 2024	<i>No Motion</i>	Limit Ave Speed Change – change speed limit from 50 km/h to 30 km/h.	Lindsey Nash	Q3 2025	IN PROGRESS	Dec 24/24 - Administration sent a to Alberta Transportation and Economic Corridors – waiting for response.
034	July 2, 2024	134-2024	Offer to Purchase – Additional information required with respect to the Offer to Purchase	Steven Altena Lindsey Nash	Q2 2025	IN PROGRESS	Administration to follow with Environmental company to interpret all environmental reports recorded on file to have a clear understanding of data. A report will be brought forward to a future council meeting in Q2 during the Land inventory discussion.
026	Feb 20, 2024	028-2024	Snow Removal & Ice Control Program – program review	Steve Altena/ Murray Pollock	Q3 2025	IN PROGRESS	Administration is completing a program review and working on proposed recommendations.
024	Jan 16, 2024	<i>No Motion</i>	Tax Sale Lands - 1316 Railway Street & 1318 Railway Street - Proposed Use of contaminated lands	Kinza Barney/ Lindsey Nash	Q3 2025	IN PROGRESS	Administration has signed an agreement for the completion of a Phase 2 environmental assessment on the property starting in middle of June.
004	April 4, 2023	<i>No Motion</i>	Town-Owned Lands – Discussion on future use - Administration to prepare a list of town lands and provide options for what those lands could be used for. The intent being to review town owned lands that are not currently active properties and come up with a plan.	Lindsey Nash	Q3 2025	IN PROGRESS	A detailed list of town owned land/properties has been completed and presented to Council. Administration will bring forward an updated Land Inventory outlining appraised costs on Town lands for Council's consideration on future plans for the properties. Phase 2 quotes are in progress.
002	April 19, 2022	129-2022	Town Office Development – Exploration of potential options for a Town Administrative Building	Kinza Barney/ Sub-committee	Q3 2026	IN PROGRESS	A sub-committee has been formed appointing the CAO, Russ Nash. Exploration of further options and required funding strategies to be identified in 2024.

Crossfield Municipal Library

2024 Value of Your Investment



As a Marigold Library System member, your library maximizes cost-savings and benefits from shared library collections and resources, enhancing public library service for your residents.

2024 levy payments to Marigold (2023 Municipal Affairs population)

	Per Capita Levy	Population	Contribution
Municipality	\$6.46	3,599	\$23,249.54
Library Board	\$4.50	3,599	\$16,195.50
TOTAL levy payments from Crossfield to Marigold			\$39,445.04

2024 financial value of Marigold membership

This amount indicates what it would cost your library, where costs are known, to offer the same standard of service to meet community needs and interests without membership in Marigold.

The value of core services for your library includes managed IT services and helpdesk support, library software, books, ebooks and other collections, deliveries of interlibrary loans, training materials for staff and patrons, and more.

Value calculations are detailed on the following pages	\$445,447.02
Cash and spending accounts from Marigold	
Transfer payments (cash)	\$9,185.00
IT Capacity Fund (spending account)	\$1,000.00
Collection allocation & bestsellers (spending accounts)	\$15,000.00
TOTAL value of membership	\$470,632.02

2024 Levy Payments to Marigold
\$39,445.04

2024 Value of Your Membership in Marigold
\$470,632.02

Crossfield Municipal Library

2024 Value of Your Investment



Financial Value of Marigold Services

These amounts indicate what it would cost your library to offer the same standard of services to meet community needs and interests.

Collections

Collections Discounts for Your Library	\$5,250.00
This value represents the amount of money your library saved on collection materials in 2024. Marigold's bulk purchasing power provides deep discounts for new collection items. Without membership in Marigold, your library would spend more to purchase the same collection materials. Marigold staff save library staff time by assisting with collection selection.	
Cataloguing & Processing of New Materials by Marigold	\$4,630.00
Professional cataloguing enables patrons to locate and request popular books, video games, movies, equipment, and more in the online catalogue or app. New materials are delivered to your library ready for patrons to borrow, complete with barcodes, protective wrapping, durable cases for AV, and labelling.	
Unique eBook & eAudiobook Titles Borrowed by Your Cardholders	\$158,150.49
Marigold provides a wide range of digital collections for reading, watching, listening, and learning. The average cost for an eBook is \$36, and for an eAudiobook, it is \$53. Marigold's membership in The Regional Automation Consortium (TRAC) allows your patrons access to shared Overdrive/Libby and Cloud Library collections.	
eResources	\$15,990.00
Licensed online resources provide digital, online content for your patrons. eResources include Ancestry.com, Consumer Reports, Auto Repair, Kanopy Plus, Pronunciator Language Learning, and more.	
Kits, Games & Travelling Displays Borrowed from Marigold	\$90.00
Libraries save money by borrowing kits, games, and displays from Marigold, such as craft and makerspace kits, travelling book displays, a karaoke machine, life-size games like Snakes and Ladders, and more.	
Collection Insurance	\$1,358.94
Marigold provides insurance for the physical collections at member libraries.	

Crossfield Municipal Library

2024 Value of Your Investment



Delivery & Resource Sharing

Unique Physical Titles Borrowed from Other Libraries by Your Patrons

\$53,907.00

As a member of TRAC and an Alberta Public Library Network Partner, patrons registered at Marigold libraries can request an item from any of the 185+ libraries in TRAC, plus other libraries across Alberta. The TRACpac online catalogue and app allow your patrons to place holds on an item anywhere in Alberta and have it delivered to their local library through Marigold van delivery.

Library to You (L2U) is a free mail service for those facing physical or geographic difficulties visiting their public library in person. For patrons across Marigold, Marigold staff fill holds for homebound or remote patrons and mail items to the patron with a free return label.

Weekly Van Delivery Service

\$27,490.66

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IT

IT Site Visits, Helpdesk, Remote Support & Consultation

\$6,346.32

IT staff provide remote support, troubleshooting, cybersecurity training, and on-site installations and upgrades for your library. Their goal is reliable IT support for library staff and a positive patron experience. Marigold helps library staff plan for the lifecycle of their computer equipment.

Marigold IT manages the network of computers, devices, and systems that connect member libraries and library service to the world. Member libraries can rely on our team to offer technical support, monitor bandwidth, implement firewall protocols, troubleshoot connection issues, and perform software updates.

Equipment, Software, Licensing, and Library Software

\$154,563.06

Libraries need the right equipment, software, and network, and Marigold provides the expertise to bring it all together. Networked services include email hosting, cloud-based storage, software licensing, file sharing, a toll-free phone system, and a secure environment for patrons to access library collections and digital content. Marigold staff negotiate complex IT vendor contracts on behalf of the system.

Crossfield Municipal Library

2024 Value of Your Investment



Supernet & Internet

\$6,704.40

Internet and Wi-Fi are available to patrons and staff at member libraries via Marigold on a robust, secure, fibre-optic network. The Alberta Public Library Services Branch (PLSB) pays for monthly SuperNet costs for Marigold member libraries, and Marigold pays for monthly internet costs (bandwidth).

Website

\$9,197.37

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More details regarding IT products and services will be provided in next year's report.

Training, Professional Development & Consultation

Marigold Conference & Professional Development

\$1,000.00

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Consultation, Support & Expertise

\$768.79

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