



## Supporting Excellence in Civilian Governance of Police Services in Alberta

# Business Plan & Budget 2018 – 2020

Submitted to Alberta Justice and Solicitor General  
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## **INTRODUCTION**

### **About AAPG**

The Alberta Association of Police Governance (AAPG) was incorporated under Alberta's *Societies Act* on February 4, 2003 to provide police commissions and policing committees in Alberta a forum for discussion, collaboration, and education regarding police governance and policing issues.

The creation of AAPG was also intended to facilitate a consistent approach to police governance and civilian oversight of police across the province, leading to higher standards of performance of these bodies and their police services.

AAPG continues to grow its membership. In 2008, AAPG had 12 members, yet has seen consistent growth each year to today's membership level of 32 police commissions, policing committees and associate members.

While AAPG exists to support excellence in civilian governance of police services in Alberta, it also acts as a resource for government, providing input into the development of policing-related law and policy.

### **Business Purpose**

AAPG's business purpose is set out through the vision, mission, mandate, objectives and guiding principles of the organization.

#### ***AAPG's Vision***

An effective community of police governance organizations who together build capacity and strength through a common voice for the provision of effective and accountable policing services across Alberta.

#### ***AAPG's Mission***

To connect member agencies to best practices and unified perspectives; and advocate with stakeholders to elevate the provision of effective and accountable policing in Alberta.

#### ***AAPG's Values***

Accountability  
Collaboration  
Ethical Conduct  
Respect  
Trust

## AAPG's Objectives

- a) To support excellence in civilian governance of police services;
- b) To facilitate educational opportunities for members to acquire information and knowledge about their roles and responsibilities;
- c) To provide forums for members to exchange information and communicate ideas concerning civilian governance of police services;
- d) To serve as a catalyst for the formulation of common views of importance to the association membership;
- e) To facilitate partnership between governmental and civilian bodies through communication, co-operation, co-ordination and collaboration;
- f) To serve as an advocate by expressing and promoting unified views to the public, criminal justice authorities and other appropriate forums; and
- g) To do all things and to carry out all actions and activities in furtherance of the objects set forth in subparagraphs 2(a) and 2(f) above, inclusive.

## AAPG's Guiding Principles

1. Police oversight bodies in Alberta are entitled to information and resources that will permit them to fulfill their legislated responsibilities;
2. Police services should be held accountable through governance and oversight by citizen members of the community served;
3. Citizen governance of police, when working optimally, creates a separation between politics and policing; and
4. Crime-prevention through social policy is an essential part of any public safety strategy.

## Membership

AAPG has two categories of membership. Full membership is open to all of Alberta's police governance bodies, including police commissions and policing committees. This provides them with the opportunity to vote on the members of the board of directors and any resolutions that may be put forward for consideration at AAPG's annual conference. Associate membership is open to any organization that contributes to AAPG's objectives and goals but does not provide voting capabilities or the ability to sit on the board of directors.

Through its members, AAPG has a wide network of contacts, a diversity of input from a broad range of perspectives, linkage to the national association, the Canadian Association of Police Governance (CAPG), and recognition by Alberta Justice and Solicitor General as one of the voices of police governance in the province. AAPG's 2018 Full Members are:

<i>Police Commissions</i>	<i>Policing Committees</i>
Blood Tribe Police Commission	Blackfalds Policing Committee
Calgary Police Commission	Canmore Policing Committee
Camrose Police Commission	Drumheller Policing Committee
Edmonton Police Commission	Fort Saskatchewan Policing Committee
Lacombe Police Commission	High River Policing Committee
Lakeshore Regional Police Commission	St. Albert Policing Committee
Lethbridge Police Commission	Grand Prairie Police Advisory Committee
Medicine Hat Police Commission	Taber Police Commission
Tsui T'ina Police Commission	

AAPG's 2018 Associate Members are:

Town of Cardston Clearwater County Town of Hinton City of Lloydminster Okotoks Public Safety Advisory Committee City of Red Deer Summer Village of Norglenwold Yukon Police Council	Chestermere Protective Services Town of Coaldale Police Advisory Committee Lac La Biche County Protective Services City of Leduc Pincher Creek Police Advisory Committee Rocky View County Town of Whitecourt
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## Executive

AAPG's 2018 Annual General Meeting took place in April in Lacombe. A new board of directors was elected at that time. To be a member of the board of directors, an individual must be a representative of one of AAPG's full members. The position of past Chair is a non-voting member of the board and currently vacant as our past chair became a City Councillor.

The 2018-2019 board of directors consists of the following elected members:

Chair	Terry Coleman	High River Policing Committee
Vice-Chair	John Liu	Calgary Police Commission
Secretary	Greg Keen	Medicine Hat Police Commission
Treasurer	Victoria Chester	Lethbridge Police Commission
Director	Al Bohachyk	St. Albert Policing Committee
Director	Perry Brooks	Fort Saskatchewan Policing Committee
Director	John McDougall	Edmonton Police Commission
Director	Mark Schneider	Camrose Police Commission
Director	Nick Servos	Canmore Police Commission

## Organizational Structure

As AAPG represents members throughout the province, the organization is run out of a cyber-office, allowing easy access to all members and the board of directors at any time. AAPG's activities and office administration are coordinated by a part-time Executive Director.

The board of directors meets monthly through web and/or conference call, as well as two in-person meetings each year, in addition to the annual conference. Communication with members and stakeholders is carried out by way of e-mail, web and/or conference call, direct calls, in-person meetings and website postings. This arrangement is both economical and practical, as a store-front or community presence is not necessary for AAPG business. This allows AAPG the freedom to provide information and meet with members and stakeholders in locations all over the province, as is most convenient for them.

## **AAPG'S 3-YEAR BUSINESS PLAN**

In determining the upcoming business plan, AAPG's board of directors has reviewed the past activities of the organization and has conducted a Strategic Planning process. Many of AAPG's past long-term work plan items continue to be important to the organization's members. Therefore, while identifying the priorities for the upcoming three year plan, many items from the previous plan continue to be valuable work plan items and remain as ongoing items for the upcoming three years.

### **Business Plan Elements**

The AAPG 2018-2020 Business Plan consists of four broad categories of work that each contain specific items of focus.

#### ***1. Maintain What Works***

##### ***2018-2020 "Sustainability"***

AAPG has seen numerous successes in recent years and will continue to work on those areas of opportunity to maintain or improve on past success, as follows. AAPG will continue to:

- host an annual conference that bring together members, stakeholders, subject-matter experts and government to discuss police governance and oversight best practices and current issues;
- publish *PG Post* newsletter three times per year, reporting on current events and issues, resources, changes in the law, AAPG activities and other relevant items;
- host a website through which contains information about AAPG, the annual conference, members, new member sign-up, newsletter sign-up, contact information, resource materials and allows members and stakeholders a way to connect with AAPG;
- maintain a cyber office and retain a professional Executive Director to provide operational and administrative support to AAPG and its members, as well as connect with stakeholders, the public and potential new members;
- maintain a high level of financial accountability and reporting through the continued use of accounting software and an annual professional external audit.

#### ***2. Information Sharing and Training Opportunities***

##### ***2018-2020 "Be a Centre of Excellence in Alberta Police Governance"***

AAPG will continue to support its members in their efforts to provide effective governance and oversight by providing information sharing and up-to-date resources, such as the Alberta RCMP Policing Committee Handbook and governance self-assessment checklist. AAPG will also continue to facilitate the sharing of best practices and document sharing between members, and work towards policy templates to foster improvement and efficiencies in their important work.

AAPG regularly surveys its members about what AAPG can do for them. The membership continues to request training in some form. In response to this request, AAPG provides highly successful training programs at its annual conference. AAPG will continue to respond to its members training needs through this venue, while also supporting the formal Alberta Justice

and Solicitor General training program for all police commissions and policing committees throughout the province. We will investigate the use of practicum students to provide membership market research and analysis.

AAPG will continue to assess its educational programs and identify ways provide its members, in many different locations, with access to training information, as well as information on other training opportunities and conferences that may be of benefit to them, to help them be successful in fulfilling their governance and oversight roles, including that training offered by Alberta Justice and Solicitor General.

In order to best meet the needs of its members, AAPG will assess other learning opportunities such as webcasts, workshops and issue-specific news releases as a way to keep membership informed. New opportunities for member outreach through redesign of the AAPG website may provide a better way for AAPG to connect with members and provide them with useful information and updates. A redesigned website can provide conference attendees with access to password protected information, so that they can revisit materials and recorded webcast training sessions.

AAPG will work to grow professionalism, attendance and excitement for its annual conference, provide for additional attendee networking and new member mentorship, offer engaging topic-relevant speakers/presenters, allow venue to showcase their community history, involve policing equipment providers' opportunity to educate membership, and include fundraising opportunity.

### ***3. Foster Relationships and Influence with Government and Stakeholders***

#### ***2018-2020 "Be the Voice of Advocacy for our Membership"***

AAPG is committed to maintaining, and improving upon, the collaborative Government relationships it has established with the Ministry of Alberta Justice and Solicitor General, the Minister, Deputy Minister, Director of Law Enforcement and Ministry staff, through written correspondence, tele-conferences, in-person consultations, and meetings.

AAPG is committed to ensuring that we are always available to government to consult on issues as they arise, and to be a conduit for information-sharing with and on behalf of members, and will develop a report of advocacy topics, representing the membership interests, to be shared with Stakeholders.

AAPG will participate in a new collaboration with an active role in ALERT structure and civilian oversight through identification and recommendation of suitable members of the Citizen Oversight Committee (CAC).

AAPG will continue its stakeholder outreach and development program in order to maintain and improve upon relationships with key stakeholders, share information with and among stakeholders and work together on items of common interest. This includes annual in-person meetings, invitations to attend and participate in AAPG's annual conference, meetings on an as needed basis, and possibly a stakeholder networking event. These stakeholders include the Alberta Association of Chiefs of Police (AACP), Royal Canadian Mounted Police (RCMP), Alberta Federation of Police Associations (AFPA), Alberta Urban Municipalities Association (AUMA), Alberta Association of Municipal Districts and Counties (AAMDC), Alberta Law Enforcement Review Board (ALERB), and Alberta Serious Incident Response Team (ASIRT).

#### **4. Member Support, Development and Relationships**

##### **2018-2020 “Value Connections & Partnerships”**

While AAPG has successfully achieved 100% membership from Alberta’s police commissions, we will continue our work to reach out to smaller communities throughout Alberta to promote additional policing committees and police advisory committees (PACs) in the province and continue outreach to its First Nations members to better assess their needs and determine how AAPG can better assist and support their important work.

During the last two business plans, covering years 2013 to 2017, mayors and town reeves, as well as other council members and municipal staff throughout the province, were invited to apply for membership in AAPG and/or attend the annual conference. Similar efforts will continue, and expand to include connection with municipal stakeholders for collaboration on common issues.

AAPG will create a marketing and public relations outreach campaign to encourage eligible communities to develop police governance and oversight bodies, and become members of AAPG.

AAPG will continue its efforts to have members of the Board of Directors, and/or its Executive Director, attend members meetings face to face to provide support.

AAPG will continue work on a potential mentorship program to further this collaboration, education and insight across its membership. Through mentoring, members can observe other members’ meetings, learn from organizations who have faced the same or similar challenges or questions and improve upon their own practices through advice and guidance from colleagues.

Support will continue to be provided to our members on all aspects of police governance and oversight, including responding to requests regarding policy or process, public complaint director roles, IAPro, outreach and advocacy with the government, best practices and any other questions and items of concern that members may raise.

AAPG will continue to be the voice of police governance and oversight in Alberta. Through outreach to government and advocacy efforts on items of importance to members and resolutions passed at the annual conference, AAPG will continue to speak out on behalf of members. Advocacy efforts are an important aspect of the work done by AAPG and provide members with a coordinated and directed way to convey messages of importance to the government and make positive changes in policing in the province.

#### **Key Challenges**

AAPG faces a number of challenges in implementing the business plan.

##### **Diversity Challenges**

Policing in Alberta has a diversity of faces, and so does police governance. Our members oversee police services that range in size from almost 3000 members to fewer than 20 members. As such, there can be great disparity in the complexity and number of issues which police governance must manage, as well as the policies and procedures they implement.

Although the principles of governance are the same throughout, AAPG has learned that one size does not fit all. AAPG must ensure that its programs, references, conferences and toolkits must meet the needs and interests of all members.

At the same time, AAPG exists to support civilian police governance and oversight in its truest form, free from political influence. Not all communities subscribe to this same standard of governance. AAPG strives to generate consistency across the province in terms of the accountability of police services to their communities. AAPG will continue to work with key stakeholders to build consensus.

As part of this consensus building, AAPG will support all of its members' efforts to meet the requirements set out in the *Policing Oversight Standards* brought in by Alberta Justice and Solicitor General. Many members have no staff to assist them in their efforts to comply with the standards and AAPG is willing to share best practices among members for compliance with the *Policing Oversight Standards*. The standardization of policies and practices across the province can ensure that all Albertans can expect the same base level of police governance and oversight no matter where they are located, something which AAPG strongly supports.

AAPG will support an update to the *Police Act*, as many areas are not in keeping with our current era and can restrict adequate clarity/transparency and governance for policing services, commissions, committees, PAC's and municipal bodies such as Mayors and Councilors.

### **Community Profile Challenges**

AAPG is recognized in the province as an important stakeholder in policing and public safety. This requires both a strong internal profile and external profile in the community. Internally, attendance at government consultations, workshops, conferences and other meetings means that police governance has a voice. Externally, it is imperative for AAPG to maintain a visible community profile in the province. As a fiscally responsible association with a minimal marketing/advertising budget, only so many paid hours can be reasonably expended, and volunteer time is often stretched to the limits of Board member burnout.

Low membership responsiveness to surveys can impact viability of information gained, making it difficult for Board members to determine a firm direction or selection.

Police commissions and policing committees have limited, if any, budgets, as most income is directed to policing efforts, and sometimes the cost for conference attendance is too great once conference fee, mileage and lodging is considered by the commission or committee. This loss of face to face educational/training/networking opportunity can impact the greater direction of AAPG for superior provincial police governance.

2018-2020 goals are intended to emphasize increased membership engagement, making members' part of our profile and through networking naturally encourage information sharing.

### **Human Resource Challenges**

AAPG is a volunteer organization. The members of the board of directors receive no pay or stipend for their work on the board. They are nominated and supported by their member

organizations, who often cannot stretch their budget to further support AAPG beyond our low cost membership. AAPG could not maintain or achieve our goals or profile without a part-time Executive Director. This role is instrumental in the AAPG success of an organized virtual office, fiscal health, proper document retention, the annual conferences, publishing and distributing a regular newsletter, attending consultations and drafting resource materials and presentations.

Before AAPG received its provincial government grant, it operated “off the corner of the desk”. With the support of Alberta Justice and Solicitor General, AAPG was able to secure a professional Executive Director in 2009. Recent transitions in AAPG Executive Director’s has highlighted the difficulty in finding a professional match at a reasonable rate who is interested, for the long-term in only minimal part-time hours. As we move forward with additional strategies in building/elevating AAPG’s professionalism and increasing duties with ALERT, we foresee an increase in duties/hours for this position, resulting in a challenge to the part time contract and our fixed budget.

### *Goal Challenges*

As AAPG has limited resources, it has goals that may not be achievable in the short term.

AAPG will begin website redesign. Our volunteer board has limited knowledge in website development and will rely on the new designers’ experience to build the boards vision. This will come at a price beyond the 2018 website budget.

A more formal relationship with AAPG’s national counterpart, the Canadian Association of Police Governance (CAPG), would be a great benefit to AAPG. This would provide Alberta with a voice at the national level, increase information sharing across the country and provide access to best practices from other organizations. The annual membership cost for a non-police board organization is currently set at \$540. Additionally, AAPG finds it beneficial to send the AAPG Executive Director to the annual CAPG conference so that information from the conference can be shared with all AAPG members, most of whom are unable to send members of their own organizations. This cost is currently approximately \$650 plus the cost of travel and accommodations.

Through its new stakeholder outreach program, AAPG would like to work more closely with its stakeholders on advocacy efforts for issues of common interest. Working together on similar resolutions and advocacy efforts will allow AAPG and its stakeholders to achieve greater success in reaching out to government and making positive changes throughout out province. These advocacy efforts may require additional board of director or Executive Director travel to attend in-person meetings, exceeding current budget parameters.

## **BUDGET**

### **Revenue**

AAPG is a membership based organization. As such, revenue is generated primarily through membership dues and conference fees. This results in a significant shortfall in operating funds. Fortunately, AAPG also receives revenue from donations and grants, such as this one. AAPG has no other sources of revenue, and as a not for profit is Provincially prohibited from entering into some fundraising opportunities.

Members pay AAPG membership dues out of their own budgets. Many police commission or policing committee budgets are less than \$4000 per year. Because of this, AAPG's membership dues must remain low in order to remain affordable. The membership dues are structured so that larger organizations, determined based on the size of the police service, pay higher membership dues than smaller organizations. There are three levels of membership dues: \$100, \$500 and \$1000, with the majority of members paying \$100 per year to be a member of AAPG.

For the same reason, conference attendance fees must also remain affordable for members. As such, members pay \$250 per attendee, while non-members pay \$300 per attendee. In 2012, AAPG introduced a conference attendance incentive program through an early bird registration discount for members. For every two full priced attendees, a third attendee, registered a full month prior to the conference, is charged only \$150. This allows AAPG to ensure that most conference registrations are received a month prior to the conference, assisting with conference planning and administration. This also allows AAPG members to send additional individuals to the conference.

The two largest members, Calgary and Edmonton, whose police commissions have much larger budgets than AAPG's smaller members, not only pay proportionately higher membership dues but have generously previously donated to AAPG in support of its office expenses. These donations are expected to continue as long as AAPG also receives grant funds from the province.

Alberta Justice and Solicitor General provided AAPG with a \$50,000 per year grant for each of the past three business planning cycles: 2009-2011, 2012-2014, and 2015-2017. This money has made it possible for AAPG to secure the services of a professional Executive Director, offset costs for the annual conference shortfalls, set up a virtual-office, and achieve the goals set out in its three previous 3-year business plans.

### **Expenses**

AAPG has numerous expenses that allow it to meet all of its goals to provide exceptional member support and be the voice of police governance and oversight in Alberta.

The largest expense for AAPG is the cost of the Executive Director. As previously stated, this role is vital as it permits AAPG to provide proper board of director and member support, operations, programming, relationship building and communication.

The next largest expense for AAPG is the cost of the annual conference, at which the Annual General Meeting also occurs. The cost of the annual conference changes from year to year and is dependent on the cost of the conference centre and its services, as well as speaker costs, audio visual fees and other operational costs. In 2009 & 2017 the annual conference cost was approximately \$23,000, while in 2013 & 2015 the cost was approximately \$18,500. The average conference cost is \$20,000. The annual conference fees do not fully cover the cost of hosting the conference and average \$16,000. The annual deficit can fluctuate between \$2500 to \$7000, with an average loss of \$4000. We look hard each year at the financial impacts of the conference, but also understand it is a key element of AAPG membership education, training and collaboration.

**2018-2020 Budget**

AAPG requests that Alberta Justice and Solicitor General continue to invest in AAPG, as they do in AACP, and renew its grant of \$50,000 per year for another 3 years. This will permit AAPG to continue to be sustainable.

AAPG expects to cover the costs of inflation, as well as new business plan items, through deposit of its accrued interest income. AAPG also has a goal to maintain one year’s operating expenses in the bank, as an emergency fund to offset risk and ensure its continued short term operation, should it lose any source of funding.

The 2018 budget was prepared as balanced, given the additional interest income deposit. 2018 projections for additional revenue have not materialized, with low response to donations for conference silent auction and conference fees less than anticipated. Projections for 2018 year end budget appear to be leading to a projected operating deficit.

**AAPG 2018 Budget**

Annual Revenue for 2018 is estimated as:

Government Grant	50,000
Conference Income	15,500
Donations	10,000
Memberships	5,500
GST Rebate	2,500
Interest Income	7,292
<b>Total Revenue Surplus or (Deficit)</b>	<b>90,792</b>

Annual Expenses for 2018 are estimated as:

<b>Advertising/Recruitment/Website Office:</b>	2,000
a. Supplies/Postage/PO Box	1,600
b. Equipment (repair/replace)	1,000
c. Licenses (software/business/IP address)	1,500
d. Cell Phone & Teleconference Fee	1,500
e. Gifts	600
<b>Insurances (Business &amp; Conference)</b>	3,000
<b>Bank charges and fees</b>	250
<b>Bad Debits</b>	150
<b>GST on Expenses</b>	3,000
<b>Executive Director Contract</b>	38,500
<b>Professional Fees:</b>	
a. Accountant/Audit	5,600
b. Legal/Attorney	1,000
c. Other/Facilitator	-
<b>Travel &amp; Meeting Reimbursements:</b>	
a. Mileage	4,500
b. Accommodation	2,500
c. Meals	1,000
d. Venue/Room	1,000
<b>Conference:</b>	
a. Venue/Room Rental	2,000
b. Meals/Table	12,500
c. Beverages/Liquor	1,500
d. Speakers-Mileage, Hotel, Gifts	4,000
e. Materials/Swag	1,000
f. Audio/Video/Photography	1,000
<b>Total Expenses</b>	<b>90,700</b>

Annual Surplus for 2018 is estimated as: **\$92.00**

**APPROVAL;  
Business Plan & Budget 2018**

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Terry Coleman, Chair  
Alberta Association of Police Governance