



# Supporting Excellence in Civilian Governance of Police Services in Alberta

## **2020 Grant Application**

### 2018 – 2020 Business Plan & 2020 Budget

Submitted to Alberta Justice and Solicitor General  
March 2020

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# INTRODUCTION

## About the AAPG

The Alberta Association of Police Governance (AAPG) was incorporated in February 2003 pursuant to Alberta's *Societies Act*. The purpose was to provide Alberta police commissions and policing committees with a forum for discussion, collaboration, and education regarding police governance and policing matters. All to improve independent police governance and oversight.

While the AAPG exists to support excellence in community governance and oversight of police services in Alberta, it also acts as a resource for the Ministry of Justice and the Solicitor General (the Ministry). For example, by providing input and feedback concerning the development of policing-related legislation, regulations and policy.

The AAPG continues to grow. Membership was 12 in 2008. Since then, there has been steady growth to today's membership of 34 police commissions, policing committees and associate members.

## Business Purpose

### *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. Moreover, by collaboration with stakeholders to advocate and elevate effective and accountable policing in Alberta.

### *AAPG's Values*

Accountability;  
Collaboration;  
Ethical Conduct;  
Respect; and  
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, which 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

The AAPG has two membership categories. *Full membership* is open to all Alberta's police governance and oversight bodies established pursuant to the *Police Act*. That is, police commissions and policing committees. Full members can vote to elect the Board of Directors and on resolutions presented at the AGM. *Associate membership* is open to municipalities/organizations that do not have, for example, committees established by the *Police Act*, but support and contribute to the AAPG's objectives and goals. Associate members are not able to vote or be a Board member.

Through its members, the AAPG has a wide network of contacts, which provides a diversity of input from a broad range of perspectives.

#### AAPG's 2020 Full Members, as of March, are

<i>Police Commissions</i>	<i>Policing Committees</i>
Blood Tribe Police Commission	Blackfalds Policing Committee
Calgary Police Commission	Drumheller Policing Committee
Camrose Police Commission	Fort Saskatchewan Policing Committee
Edmonton Police Commission	High River Policing Committee
Lacombe Police Commission	St. Albert Policing Committee
Lakeshore Regional Police Commission	Rocky Mountain House Policing Committee
Lethbridge Police Commission	Town of Innisfail Policing Committee (NEW)
Medicine Hat Police Commission	
Tsuu T'ina Police Commission	
Taber Police Commission	

#### AAPG's 2020 Associate Members, as of March, are:

Town of Cardston	Chestermere Protective Services
Clearwater County	Town of Coaldale Police Advisory Committee
Town of Hinton	Lac La Biche County Protective Services
City of Lloydminster	City of Leduc
City of Red Deer	Pincher Creek Police Advisory Committee
Town of Olds Municipal Enforcement	Rocky View County
Town of Devon	Town of Whitecourt
Beaumont Community Advisory Committee	City of Grand Prairie
City of Brooks and County of Newel	Town of Barrhead

## Board of Directors

A Director must be a representative of one of the AAPG's *Full Members*. The 2019/2020 Directors are:

Chair	Terry Coleman	High River Policing Committee
Vice-Chair	Vacant	
Secretary	Al Bohachyk	St. Albert Policing Committee
Treasurer	John McDougall	Edmonton Police Commission
Director	TJ Zhang	Calgary Police Commission
Director	Perry Brooks	Fort Saskatchewan Policing Committee
Director	Sandy Redden	Medicine Hat Police Commission
Director	Mark Schneider	Camrose Police Commission
Director	Rachel Hopf	Lethbridge Police Commission
AMAC	Paul Goranson	Red Deer Protective Services

## Associate Member Advisory Committee (AMAC)

In addition to a Board of Directors, AAPG has established an advisory committee for Associate Members. The AMAC assists the Board with communication between the AAPG Board and Associate Members. That is, the AMAC is the direct contact to enhance the Board's understanding of the requirements and concerns of Associate Members.

## Organizational Structure

The AAPG is a volunteer organization. The Directors do not receive pay or an honorarium for their work on the Board. They are nominated and supported by their member organizations, who often cannot stretch their budget to further support the AAPG beyond our low-cost membership. This made administration and operations difficult for the Board. Indeed, before the AAPG received an annual provincial grant in 2009, it operated "off the corner of a desk." The grant made it possible to hire a part time Executive Director (ED).

The AAPG could not maintain or achieve our goals without an ED. This role is instrumental in the success of an organized virtual office, fiscal health, proper document retention, successful annual conferences, publishing and distributing a regular newsletter, attending consultations when necessary as well as drafting resource materials and presentations.

Because the AAPG represents members across Alberta, the Association operates from a cyber-office. This provides easy access to all members and the Board of Directors. The AAPG's activities and administration are coordinated by the ED.

The Board of Directors meets monthly through conference calls, as well as three in-person meetings each year including the annual conference. Communication with members and stakeholders is conducted by way of e-mail, the web site 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.

## AAPG'S Three-Year Business Plan

In determining the Business Plan, Directors reviewed the three-year Strategic Plan and previous activities of the Association. Many of the AAPG's previous long-term work continues to be relevant. Therefore, while identifying priorities for the three-year plan, it was found that some from previous plans continue to be appropriate.

## Business Plan Elements

The AAPG 2018-2020 Business Plan consists of four categories:

### 1. *Maintain What Works*

#### 2018-2020 “Sustainability”

The AAPG will continue to work on that which has been successful, as follows:

- host an annual conference that brings together members, stakeholders, subject-matter experts and the Ministry to discuss and learn about police governance and oversight best practices and discuss current issues;
- publish the *PG Post* newsletter three times per year. The *PG Post* reports on current events and issues, resources, changes in legislation, the AAPG activities and other relevant matters;
- host a website that 1) enables members and stakeholders to connect with the AAPG and vice versa; and 2) to disseminate the AAPG information such as the annual conference, research related to governance and oversight of police, new member sign-up, newsletter sign-up, and contact information;
- maintain a cyber office and retain a part-time Executive Director to provide operational and administrative support to the AAPG and its members, as well as connect with stakeholders, the public and potential new members; and
- 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 Learning Opportunities*

#### 2018-2020 “Be a Centre of Excellence in Alberta Police Governance”

The AAPG supports members in their work to provide effective police governance and oversight. This includes sharing information, best practices and up-to-date resources, such as the Alberta Policing Committee Handbook and the governance self-assessment checklist.

The AAPG periodically surveys its members to obtain input and feedback that can be used to improve member services. For instance, a frequent response is that the membership requests additional learning programs and events. In response, the AAPG provides educational programs at the annual conference. The AAPG also supports the Ministry’s learning program for police commissions and policing committees.

To best meet the needs of members, the AAPG accesses other learning opportunities such as webcasts, workshops and issue-specific news releases to keep members informed. The website has enhanced the sharing of helpful information and updates. It also provides conference attendees with access to password-protected information so that they can revisit conference materials and recorded learning sessions.

The AAPG tries to make conference registration affordable for smaller municipalities, whether they are small full members or associate members. It is often those municipalities that require the most assistance.

Some police commissions and policing committees, as well as some of our Associate members, have a limited budget. Some do not have a budget per se. Most of their funding is directed to policing. As a result, some members find it difficult to send a representative(s) to the annual conference after considering conference fees, mileage and accommodation. A loss of face to face learning and networking opportunities can, in some municipalities, negatively impact their police governance and oversight.

The AAPG supports members to meet the requirements of the Ministry’s *Policing Oversight Standards*. Some AAPG members have insufficient staff to ensure compliance with some

standards. The AAPG assists members by sharing best practices and working with members to help them with *Standards* compliance. The standardization of policies and practices can improve the goal to achieve a similar base level of police governance and oversight, no matter where they are located.

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

#### *2018-2020 “Advocate for Police Governance and Oversight”*

The AAPG is committed to maintaining and improving collaboration with the Ministry by using written correspondence, teleconferences, in-person consultations, and collaboration on projects and policies, as necessary.

Following are some recent examples of the AAPG/Ministry collaboration:

- In 2016, the ALERT approached the AAPG to recommend representatives of our members to populate the ALERT’s Citizen Advisory Committee (CAC). The Board approved this. In 2017, after canvassing AAPG members, the Board provided the recommendations;
- The AAPG supported the 2018/2019 review of the *Police Act*. On completion of the first round of consultations, the AAPG prepared a comprehensive Discussion Paper. This Paper was shared with the Ministry and AAPG members; and
- In early 2020, the AAPG was invited to be part of the discussions concerning the establishment of a “Police Advisory Committee” for rural Alberta that is policed by the Alberta Provincial Police (the RCMP). This is ongoing.

The AAPG continues to develop programs to maintain and improve relationships with key stakeholders, share information with stakeholders and work together on matters of common interest. This includes in-person meetings, invitations to attend and participate in the AAPG’s annual conference, meetings on an as needed basis, and ongoing networking.

Our connections include the Alberta Association of Chiefs of Police (AACP), Royal Canadian Mounted Police (RCMP), Alberta Federation of Police Associations (AFPA), member of the Alberta Urban Municipalities Association (AUMA), Rural Municipalities of Alberta (RMA), Alberta Law Enforcement Review Board (LERB), the Alberta Serious Incident Response Team (ASIRT) and member of the Canadian Association of Police Governance (CAPG).

The AAPG is recognized as important in Alberta’s policing and public safety environment. This requires both a robust external profile in the community. Attendance at government consultations, workshops, conferences and other meetings is imperative. It is also essential that the AAPG maintains a visible community profile. This sometimes requires expenses related to travel.

Through its stakeholder outreach program, the AAPG intends to work more closely with its stakeholders. An increase in consultations, meetings and advocacy might require additional travel for Directors or the Executive Director to attend in-person meetings.

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

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

While all Alberta’s police commissions are AAPG members, we continue to reach out to smaller Alberta communities to promote additional policing committees or police advisory committees (PACs). Furthermore, the AAPG continues close relationships with our First Nations members. This includes their ongoing assessment of needs and how the AAPG can assist and/or support them.

For several years, the AAPG has been focusing on building relationships with, for example, mayors, reeves, councilors and municipal staff. In large part, this is achieved by direct contact with the AUMA and the RMA. The AAPG is now a member of the AUMA. During the consultations concerning the 2018/2019 *Police Act* Review, the AUMA invited the AAPG to participate in their discussions about the *Act*. This included attendance at several of their meetings. This strengthened our relationship with the AUMA.

The AAPG can arrange mentors for those members who wish to learn more about police governance and oversight. Through mentoring, members can observe other members' meetings, learn from organizations who have faced the same or similar challenges and improve upon their practices through advice and guidance from colleagues.

Our goal is to emphasize increased engagement with membership. The AAPG supports members on all aspects of police governance and oversight, including requests regarding, for example, information about policies or processes, public complaint director roles, outreach and advocacy with the government, best practices and other matters that concern members.

Our primary function is to advocate on behalf of our members concerning independent police governance and oversight. Our focus is to provide value for our members. The AAPG will continue to advocate on behalf of members. This is an important aspect of the AAPG's work. The AAPG provides a coordinated approach, for example, when meeting with the Minister and the Ministry. All, of course, to maintain and build effective police governance and oversight in Alberta.

## Emerging Issues

### *Different Models of Policing and Governance and Oversight*

Policing in Alberta has a variety of faces, and so does police governance and oversight. Our members not only oversee police services ranging from 3000 police officers to fewer than 20 police officers but do so through police commissions for 'independent' police services and policing committees for contracted policing. The processes and authorities for governance and oversight for policing committees are different to police commissions in several aspects. This results in frequent inquiries from some of our members.

That includes municipalities over 5000 population that contract their policing as well as those policed by the provincial police – the RCMP. We, of course, are pleased to help them. While this is what the AAPG does, it is raised here to point out that this part of our services has increased. The good news is that feedback from these municipalities has been very positive about our response and assistance. Our informed prediction is that inquiries like this will increase.

## BUDGET

### Revenue

The AAPG is a membership-based association. As such, some revenue is generated through membership dues and conference fees. However, this results in insufficient funds to operate the AAPG. Fortunately, for many years, the AAPG has received an annual grant from the Minister. In the absence of that grant, the AAPG would find it difficult to function.

The Calgary and Edmonton Police Commissions donate additional funding on condition the AAPG receives the annual grant from the Minister. The AAPG has no other sources of revenue. As a not-for-profit association, some fundraising opportunities are not available.

Membership dues are structured so that larger organizations, based on the number of police officers, pay higher membership dues than smaller organizations. Low response to surveys can impact validity of information obtained, making it difficult for Board members to determine a firm



direction or selection. There are three levels of membership dues: \$100, \$500 and \$1000, with most paying \$100 per year.

Members pay the AAPG membership dues out of their own budgets. The budgets for many police commissions and policing committees are less than \$4000 per year. Because of this, the AAPG's membership dues must remain affordable.

For the same reason, conference attendance fees must be affordable. As such, members pay \$275 per attendee, while non-members pay \$350 per attendee. The AAPG introduced a conference registration incentive through a \$25 early bird discount. In addition, for every three full priced attendees, a fourth attendee is charged only \$175. This not only allows the AAPG to ensure that most conference registrations are received a month prior to the conference, which assists with conference planning and administration, but also allows AAPG members to send additional persons to the conference.

## Expenses

The AAPG incurs numerous expenses necessary to provide not only member support and value but also to be the voice of police governance and oversight.

The largest expense is the cost of an ED. As previously stated, this role is vital as it provides support to the Board of Directors and members. This support includes administration, operations, programming, relationship building and communication.

The next largest expense for the AAPG is the cost of the annual conference and the Annual General Meeting. The conference expenses change from year to year. The reason being they are dependent on the cost of the conference centre and its services, as well as speaker costs, audiovisual fees and other operational costs.

In 2017 and 2019, the conference expense was circa \$23,000, while in 2013 & 2015 they were circa \$18,500. The current average conference cost is \$22,000. The conference registration fees do not fully cover the cost of the conference. The average registration revenue amounts to \$16,000 per year. The annual deficit can fluctuate between \$2500 to \$7000, with an average deficit of \$4000. Each year, we look at the financial impacts of the conference but also understand it is a key element of the AAPG membership education, training and collaboration.

## 2020 Budget

The AAPG requests that the Minister continues to invest in the AAPG and renew the grant of \$50,000. This ensures the sustainability of the AAPG. It will enable the Association to meet not only its goals and members' expectations but also collaboration with the Ministry on various matters and projects.

The AAPG expects to cover the cost of inflation, as well as new business plan items, through accrued interest income from a GIC(s). The AAPG also has a policy to maintain a reserve of one year's operating expenses. This is an emergency fund to ensure continued short-term operation if funding falls short.

## Summary

Amongst other functions, the AAPG is an advocate for effective community governance and oversight of local police. This is an essential element in democratic societies. Since the naissance of the AAPG in 2003, it has grown substantially. This is largely due to the support of the Ministry of Justice and Attorney General by means of the \$50,000 annual grant. The AAPG and members are grateful for this.

In the AAPG's early days, members were police commissions and policing committees. Now, many of our members are also municipalities that either do not exceed 5,000 population or have not yet chosen to establish a policing committee. However, some of these have police advisory

committees, or protective services committees or, in some cases, do not have a formal governance and oversight 'committee.' Regardless of their status, they join the AAPG to learn more about governance and oversight of their local police. Many attend our annual conferences. In addition, we provide learning to our members as a group or with individual members when requested.

The AAPG provides information and has, as required, attended council meetings to further discuss structured police advisory committees and policing committees. Some have recently established a policing committee. The AAPG has found in the last few years an increased interest from municipalities that are served by the RCMP.

The Minister's grant, which constitutes most of our revenue, enables us to not only maintain and build on our relationships with commissions and policing committees, but to work with those municipalities that are contemplating the establishment of some form of an independent governance and oversight 'committee'. We have received excellent feedback for the assistance we have provided.

The AAPG also collaborates with the Ministry on various projects, such as the *Police Act* Review, the Citizen's Advisory Committee (CAC) of the ALERT, and the forthcoming Provincial Police Advisory Committee. The Ministry is also included in the annual conference as a presenter as well as a delegate.

The focus of the AAPG is to promote and enable effective community governance and oversight of our local police. We are pleased to be an important part of this. This, and our collaboration with the Ministry, would be challenging without the Minister's annual grant.

**APPROVAL;**  
**Grant Application and 2020 Budget**

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Terry Coleman, MOM, PhD  
Chair, Alberta Association of Police Governance

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John McDougall  
Treasurer, Alberta Association of Police Governance

**AAPG 2020 Budget**

Annual Revenue for 2020 is estimated as:

Government Grant	50,000
Conference Income	16,775
Donations	12,600
Memberships	6,600
GST Rebate	1,800
<b>Total Revenue</b>	<b>87,775</b>
2019 Balance carry-forward	30,514
	<b>118,289</b>

Annual Expenses for 2020 are estimated as:

<b>Advertising/Recruitment/Website</b>	1,000
<b>Office:</b>	
a. Supplies/Postage/PO Box	1,200
b. Equipment (repair/replace)	500
c. Licenses (software/virtual office/Website)	600
d. Cell Phone & Teleconference Fees	1,600
e. Gifts	600
<b>Insurances (Business &amp; Conference)</b>	1,500
<b>Bank charges and fees</b>	450
<b>Bad Debits</b>	275
<b>GST on Expenses</b>	4,200
<b>Executive Director Contract</b>	37,800
<b>Professional Fees:</b>	
a. Accountant/Audit	5,250
b. Legal/Attorney/Strategic Plan Facilitator	6,000
c. Memberships/Other	800
<b>Reimbursements:</b>	
a. Mileage	15,000
b. Accommodation	4,000
c. Meals	1,000
d. Venue/Room	900
e. Pre-paid deposit for Jan 2021 meeting	300
<b>Conference:</b>	
a. Venue/Room Rental/Entertainment	3,290
b. Meals/Linens/Coffee Breaks	6,670
c. Bar/Liquor	2,000
d. Speakers: Mileage, Hotel, Donation	5,500
e. Materials/Printing/Swag	2,100
f. Audio/Video/Photography	263
g. Transportation	-
h. Conference Overpayment Refund	-
i. Pre-paid deposits for 2021 Conference	2,300
<b>GIC Investment</b> (to provide for 1yr operating in savings)	30,000
<b>Total Expenses</b>	<b>135,098</b>

Annual Deficit for 2020 is estimated as:

**\$16,809**