

**Practice Name:****Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

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|--------------------------------|--|
| Name of Practice               | Gravel Peace Officer   |
| Date                           | 23-June-08   |
| Name of Municipality           | <a href="#">Parkland County</a>  |
| Your Name and Title            | Randy Shermack, Peace Officer  |
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**THE ISSUE****Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and

highlights.)

Parkland County Patrol hired me (Randy Shermack) specifically to enforce anything to do with the Gravel industry in Parkland County. This position deals with all of the problems that are related to haul agreements and development permits for gravel operators. This member deals with the rate payer and is a liaison for all parties involved. I have developed a code of conduct for truck drivers and also an information package for the rate payer so that if they have a problem in a particular area this document will ensure they know what information to gather that will help Patrol members look into their complaint more efficiently and get the results desired.

**Need:**

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

The rate payers in Parkland County were getting extremely agitated at the way gravel operators were conducting business in the county and they wanted some accountability. Council decided that it was necessary to bring someone in who could be a point person to deal with this growing problem.

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with...”, or “We needed an annual forecasting tool because...”)

## CREATING YOUR PRACTICE

**Research:**

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Through working with ratepayers and industry, a strategy was developed that addressed the concerns of all stakeholders and ensured that industry is accountable. This is done through commercial vehicle enforcement.

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

**Process:**

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

An additional Peace Officer dedicated exclusively to haul agreement and commercial vehicle enforcement was hired.

Describe briefly who did the design work and what process they followed.

The newly hired Peace Officer created the program.

## GETTING APPROVAL FOR YOUR PRACTICE

**Authority:**

Whose/what approval did you need to create and implement the practice?

Council approval was required for the new position. Approval of the program or methods was required from Administration.

**Reporting:**

How did you inform the decision-maker(s) about the practice and your need for their approval?

Please note the name of any documents provided to the decision-makers that you would be willing to share.

**Consultation:**

Did you consult with stakeholders as part of your approval process?

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

Council was aware of the issues through high demand for a solution from ratepayers. This solution was tasked to Patrol Services to develop and that was done through the hiring of a Peace Officer dedicated as a Gravel Point Person, dealing exclusively with issues related to the gravel industry within Parkland County

Stakeholders, both industry and residential, were and continue to be consulted throughout this process.

This is done through town hall meetings, crime watch sessions and the complaint/response process.

## IMPLEMENTING YOUR PRACTICE

**Plan:**

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

The practice was implemented with the hiring of a Peace Officer, who began the process by dealing with complaints and establishing a baseline of the issues. From there, the Gravel Point Person developed presentations for industry and residents to deal with concerns of safety and codes of conduct.

**Policy:**

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Not applicable - deals with the enforcement of current bylaws.

Please attach a copy of the change in bylaw, policy or procedure.

**When:**

When did your municipality begin to use the practice? Was it implemented all at once or in stages?

The practice was started February 1, 2006 and was a one step process.

**Who:**

Who was responsible for implementing the practice?

Parkland County Patrol Services  
Supervisor Pete Morris.

If someone else is responsible for ongoing management, who is it?

## RESOURCES REQUIRED

**Budget:**

How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?

Budget is approximately \$120,000.00 which includes the salary and equipment costs such as a patrol vehicle and computer.

What are your ongoing operational and capital costs, if

any?

**Staff:** Following the hiring, the process falls into the course of normal staff duties. As this is the first of its kind in the country, we had little or no resources or municipalities to contact for research. This is a position that we have developed from the ground up.

**Infrastructure:** Capital costs include, as noted, a vehicle, computer and office essentials.

What “capital costs” (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

## EVALUATING YOUR PRACTICE

**Formal:** Formal evaluation is done through quarterly reports, which note statistics and suggest changes to agreements, as well as concerns raised through complaints.

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

**Informal:** Discussions with industry and ratepayers are ongoing and have demonstrated a better understanding of each perspective, leading to a reduction in complaints and concerns. Hall meetings keep communications open and industry is more cooperative in taking a role in these.

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office or on the street, or letters/comments received).

**Performance measures:**

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

- Fewer complaints are being registered
- More cooperation from industry is happening
- Ratepayers are more satisfied, as are municipal staff, with the single point person management of the issue.

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

**Changes:**

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. “After implementing this practice, we decided that it would be better if...”)

-or-

(b) Has your practice met your expectations and if so, how?

We would like annual reports to note changes to haul agreements allowing them to be more individualized.

This practice has exceeded expectations. Safety is significantly up and complaints are down. However, the most positive aspect is the awareness on the part of industry and ratepayers on the needs of one another.

## LESSONS LEARNED / BENEFITS RECEIVED

### Benefits:

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

The roads are safer, municipal infrastructure is being maintained and there is more accountability for the municipality to its residents and of industry to the municipality.

### Key Lessons:

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

The value of Patrol Services having a visible presence in the community as well as the value of direct communications have been two of the key lessons learned through this process.

Having one person as a contact has guaranteed a solid, informed mediator for all gravel related problems as they arise.

Include any problems, surprises, and unanticipated benefits. (e.g. "We realized that we needed to spend more time...")

### Advice to Municipal Peers:

What advice would you give to another municipality that is considering adopting your practice? Is there anything you might have done differently?

It is very important to respect the points of view of all involved, including residents and industry, and to ensure a balance between the two can be achieved.

## PRACTICE UPDATES

### New Information:

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

I have introduced a power point presentation to be used in conjunction with hall meetings and for council to see, as it shows what this new position has been created for.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

## OTHER INFORMATION

### Suggestions:

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

### **Documents & Attachments:**

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

\* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs  
Municipal Excellence Network  
17th Floor, Commerce Place  
10155-102 Street  
Edmonton, AB  
T5J 4L4

### **Nominations:**

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail [menet@gov.ab.ca](mailto:menet@gov.ab.ca) and let us know about a municipal colleague that has a really good way of doing things.

Once again there is a power point as well as a code of conduct and rate payers package that are available as attachments below for anyone that would like to see them.

Gravel Power Point  
Driver Code of Conduct  
Rate payers Package

### **COMMENTS**

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned?