



TOWN OF DIDSBURY AGENDA
Regular Council Meeting

Tuesday, October 11, 2022, 6:00 pm
Council Chambers 1606 14 Street

Pages

1.	<u>CALL TO ORDER</u>	
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11.	<u>QUESTION PERIOD</u>	

12. CLOSED MEETING

- 12.1. Council Organization as per Section 23 of the FOIP Act
- 12.2. Financial Services as per Section 25 and 27 of the FOP Act
- 12.3. Organizational Planning as per Section 23 and 24 of the FOIP Act
- 12.4. Council Interface as per Section 23 of the FOIP Act

13. RECONVENE

14. ADJOURNMENT



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

MEETING DATE: October 11, 2022
SUBJECT: Presentation to the Didsbury & District Chamber of Commerce
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

Members of the Didsbury & District Chamber of Commerce Executive and Board have been invited to the Council Meeting to receive a presentation from the Town of Didsbury Council in recognition of their 60th Anniversary.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

"Founded in 1962 by a group of strong entrepreneurs who envisioned that through working together, our business community would strengthen and grow into the future, here we are 60 years later with a strong and vibrant business core that continues to grow even in the sometimes-challenging economic environment."

(Excerpt from the Didsbury & District Chamber of Commerce website)

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

That Council recognize and congratulate the Didsbury & District Chamber of Commerce on achieving the milestone 60th Anniversary in 2022.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: Central Alberta Economic Partnership
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

Central Alberta Economic Partnership (CAEP) Executive Director, Kimberley Worthington, will give a presentation and update to Council on CAEP.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

That Council thank Kimberley Worthington for attending the Council Meeting and accept her presentation on the Central Alberta Economic Partnership as information.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: Ruby Rock Asphalt Works – 21 Street Stormwater Drainage and
Surface Improvement Contract Update
ORIGINATING DEPARTMENT: Engineering & Infrastructure

BACKGROUND/PROPOSAL:

Ruby Rock Asphalt Works has some contract updates for Council's consideration.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Administration has asked Ruby Rock Asphalt Works to present to Council some contract updates regarding anticipated construction work for 2022, permission to defer work to 2023, request the Town purchase some infrastructure materials, and request an extension to the 21 Street contract.

ALIGNMENT WITH STRATEGIC PLAN

3. Infrastructure & Asset Management

RECOMMENDATION

That Council accept the update from Ruby Rock Asphalt Works as information.

October 6, 2022

Town of Didsbury
Box 790
Didsbury, AB
T0M 0W0



Re: **21 Street Deep Utility and Roadway Rehabilitation**

Hello,

Due to extenuating circumstances beyond our control Ruby has the following requests that we would like to be considered by the Town of Didsbury:

- 1) Permission not to complete Change Order #1 (The Memorial Arena Drainage Project) under the 21st Street contract but rather under a separate contract that can be completed in the spring of 2023. Ruby Rock will hold all pricing on labour and equipment but we will be requesting possible asphalt escalations should the price of asphalt cement increase from the \$925/tonne rate that was used during pricing in 2022.
- 2) We are requesting that the Town of Didsbury purchase the pipe materials already on site for the drainage project and allow them to be stored on site during the winter months. The cost of materials is \$60,000 and ideally this could be paid for through a progress payment on the revised contract for this project.
- 3) Because we are requesting a delayed start to the drainage project, the Memorial Complex Pathway project would also be pushed into the spring of 2023. This project could be completed as soon as the drainage work is complete and we will hold our pricing but have the asphalt subject to the same escalation clause as in item 1
- 4) Finally we would like to request an extension of the completion date to the 21 Street contract by 1 month, extending to October 31st. During the span of the project we have encountered 32 days with precipitation. The impact to the schedule was not only on the days with rain but also the days following rain when the project was delayed by pumping and soft/muddy subgrade. In addition to the rain days there were extensive utility conflicts that required adjustments in the design and field fits which resulted in decreased productivity. I believe we will be able to get all contracted work done by early prior to the end of October but an extension to the end of the month would be appreciated in the event that any future delays happen or there are deficiencies that need to be corrected prior to completion.

Please let me know if you have any comments, concerns or questions about the above requests. Ruby Rock considers the Town of Didsbury a top client and working partner for many years and would like to continue our amicable relationship moving forwards

Yours Truly

A handwritten signature in black ink, appearing to read "Cole Paladeau", is written over a light blue circular stamp. The stamp contains some illegible text and a small graphic.

Cole Paladeau

Project Manager – Ruby Rock Asphalt Works



**Minutes of the Town of Didsbury
Regular Council Meeting
Held in Council Chambers at 1606 14 Street
September 27, 2022 at 6:00 p.m.**

Council Members Present Mayor Rhonda Hunter
 Deputy Mayor Curt Engel
 Councillor Joyce McCoy
 Councillor Bill Windsor
 Councillor Ethan Williams

Council Members Absent Councillor Dorothy Moore
 Councillor John Baswick

Administration Present Chief Administrative Officer, Ethan Gerner
 Director of Community Services, Nicole Aasen
 Economic Development Officer, Alexandra Ross
 Municipal Finance Intern, Kelsey Hawkins
 Manager of Legislative Services/Recording Officer, Luana Smith

1. CALL TO ORDER

Mayor Hunter Called the Meeting to Order at 6:00 p.m.

2. ADOPTION OF THE AGENDA

Add item 7.4 Conversation about Healthcare in Alberta

Res.445-22

MOVED by Councillor Windsor

To adopt the September 27, 2022 Regular Council Meeting Agenda as amended.

Motion Carried

3. DELEGATIONS/PRESENTATIONS

3.1 RCMP First Quarter Report

Res. 446-22

MOVED by Councillor Williams

To thank Corporal O'Neill for the presentation of the First Quarter RCMP Detachment Report for April to June, 2022 and accept it as information.

Motion Carried

4. ADOPTION OF MINUTES

4.1 Adoption of September 13, 2022 Regular Council Meeting Minutes

Res. 447-22

MOVED by Councillor Williams

To adopt the September 13, 2022 Regular Council Meeting Minutes as presented.

Motion Carried

5. PUBLIC HEARINGS

No public hearings

6. BYLAWS & POLICIES

6.1 Bylaw 2022-12 Campground Rates and Fees

Res. 448-22

MOVED by Councillor McCoy

To grant first reading to Bylaw 2022-12–Rosebud Valley Campground Rates and Fees.

Motion Carried

Res. 449-22

MOVED by Councillor McCoy

To grant second reading to Bylaw 2022-12–Rosebud Valley Campground Rates and Fees.

Motion Carried

Res. 450-22

MOVED by Councillor McCoy

To grant unanimous consent to proceed to a third reading to 2022-12–Rosebud Valley Campground Rates and Fees.

Defeated

6.2 Didsbury Economic Advisory Committee (DEDAC) Bylaw 2022-13

Res. 451-22

MOVED by Deputy Mayor Engel

To grant first reading to Bylaw 2022-13 Didsbury Economic Advisory Committee and refer Bylaw 2022-13 to the Policy and Governance Committee for review.

Motion Carried

7. BUSINESS

7.1 Parkland Regional Library Systems 2023 Budget

Res. 452-22

MOVED by Councillor Windsor

To accept the Parkland Regional Library System proposed 2023 budget as information and that the Mayor respond with a letter on behalf of Council communicating the following principle:

- That the funding be based on the same population rates used by the Provincial Government and Federal Government.

Motion Carried

7.2 Planning and Development Orientation - MDP Commencement Workshop

Res. 453-22

MOVED by Councillor Windsor

To set Thursday, October 20, 2022 from 6 to 8:30 p.m. for the Planning and Development/Municipal Development Plan Kickoff meeting.

Motion Carried

7.3 Appointments to DEDAC

Res. 454-22

MOVED by Councillor Williams

To appoint Brooke Mierke as a regular member of the Didsbury Economic Development Advisory Committee.

Motion Carried

Res. 455-22

MOVED by Councillor Williams

To appoint Phil Boucher as a new regular member of the Didsbury Economic Development Advisory Committee.

Motion Carried

7.4 Conversation about Healthcare in Alberta

Res. 456-22

MOVED by Councillor Windsor

That Mayor Hunter attend the Conversation about Healthcare in Alberta session on Wednesday, September 28 in Airdrie.

Motion Carried

8. REPORTS

8.1 CAO REPORT

Res. 457-22

MOVED by Councillor McCoy

To accept the CAO Report for September 27, 2022 as information.

Motion Carried

8.2 COUNCIL REPORTS

Res. 458-22

MOVED by Deputy Mayor Engel

To accept the Council Reports for September 27, 2022 as information.

Motion Carried

9. CORRESPONDENCE & INFORMATION

No correspondence and information items

10. COUNCIL MEETING HIGHLIGHTS

- Presentation from Didsbury RCMP Detachment Cpl. O'Neill on the 1st Quarter Report
- Appointments to the Didsbury Economic Development Advisory Committee

11. QUESTION PERIOD

12. CLOSED MEETING

Res. 459-22

MOVED by Councillor McCoy

To go into Closed Meeting at 7:35 p.m.

Motion Carried

12.1 Personnel - as per Section 17 of the FOIP Act

12.2 Police Engagement - as per Section 21 of the FOIP Act

12.3 Provincial Engagement - as per Section 21 of the FOIP Act

12.4 Governance Assignments - as per Section 23 and 24 of the FOIP Act

13. RECONVENE

Res. 460-22

MOVED by Councillor

To return to Open Meeting at 9:11 p.m.

Motion Carried

Res. 461-22

MOVED by Councillor Windsor

To set forth the questions to be presented on behalf of Council for the police engagement, as discussed.

Motion Carried

Res. 462-22

MOVED by Councillor McCoy

To set forth the questions to be presented on behalf of Council for the healthcare engagement, as discussed.

Motion Carried

Res. 463-22

MOVED by Councillor Williams

That the Mayor, on behalf of Council, send letters of thanks to the Minister of Municipal Affairs, Minister of Alberta Transportation, and the RCMP K-Division, for the recent engagements at the Alberta Municipalities Convention, and that the Minister of Transportation be invited to visit the Town to further review and discuss our unique challenges.

Motion Carried

Res. 464-22

MOVED by Deputy Mayor Engel

For the Mayor to have individual interviews with each Council member for an annual check-in and to discuss their assignments in preparation for the upcoming Organizational Meeting.

Motion Carried

14. ADJOURNMENT

Res. 465-22

MOVED by Councillor Williams

To Adjourn the September 27, 2022 Regular Council Meeting at 9:14 p.m.

Motion Carried

Mayor - Rhonda Hunter

Chief Administrative Officer- Ethan Gorner



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

MEETING DATE: September 27, 2022
SUBJECT: By-law 2022-12–Rosebud Valley Campground Rates and Fees
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

Council approved the Rosebud Valley Campground Rates and Fees at the April 12, 2022 Regular Council Meeting.

At the September 13, 2022 Regular Council Meeting, Council approved the proposal for the Rosebud Valley Campground to be open year-round for a trial period of October 2022 to April 2023.

At the September 27, 2022 Regular Council Meeting, Council gave first and second reading to Bylaw 2022-12, which proposed \$650 / month for the winter months.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Bylaw 2022-12 is attached for Council's review and consideration. The rates are found in Schedule A of the bylaw. Due to the high interest in the availability of these lots for the winter months Council may consider adjusting the rates to a higher amount of \$700 or \$750.

Administration is recommending Bylaw 2022-12 receive third and final reading.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

That Council approve third and final reading to Bylaw 2022-12–Rosebud Valley Campground Rates and Fees, as proposed.

OR

That Council approve third and final reading to Bylaw 2022-12, amended to the monthly winter rate of _____.

TOWN OF DIDSBURY
Rosebud Valley Campground Rates and Fees Bylaw
Bylaw No. 2022-12

BEING A BYLAW OF THE TOWN OF DIDSBURY, IN THE PROVINCE OF ALBERTA, RESPECTING RATES AND FEES TO BE CHARGED FOR VARIOUS GOODS AND SERVICES PROVIDED BY THE TOWN OF DIDSBURY.

WHEREAS, pursuant to section 3 of the *Municipal Government Act*, being the Revised Statutes of Alberta 2000, Chapter M-26, as amended, the purposes of a municipality are to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality; and

WHEREAS, pursuant to section 7(f) of the *Municipal Government Act* a Council of a municipality may pass bylaws for municipal purposes respecting services provided by or on behalf of the municipality; and

WHEREAS, Section 7 and 8 of the *Municipal Government Act*, Chapter M-26, 2000 and amendments thereof authorizes the Council to repeal or amend any bylaws; and

WHEREAS, section 6 of the *Municipal Government Act* Revised Statutes of Alberta 2000 and amendments thereto gives a Municipality natural person powers, which imply the power to charge for goods and services provided, and

WHEREAS, Goods and Services Tax (GST) is included or exempt where it is not stated;

NOW, THEREFORE, the municipal Council of the Town of Didsbury, in the Province of Alberta, duly assembled, enacts as follows:

1. This Bylaw shall be known as the "Campground Rates and Fees Bylaw".
2. That the rates specified in the Schedule "A" attached be charged for the goods and services as specified.
3. This bylaw comes into full force and effect on October 1, 2022.
4. The schedules attached to this Bylaw form part of this Bylaw.

5. Definitions

Campground means the Rosebud Valley Campground.

6. Paramount Rules

6.1 If the provisions in any other bylaw conflict with the rules in this Bylaw, this Bylaw will prevail.

7. Transitional

7.1 Rosebud Valley Campground Rates and Fees Bylaw 2022-04 is hereby repealed.

Read a first time this 27 day of September 2022

Read a second time this 27 day of September 2022

Read a third and final time this ____ day of _____ 2022

Mayor – Rhonda Hunter

Chief Administrative Officer – Ethan Gorner

SCHEDULE "A"
2022 Rosebud Valley Campground Rates
Effective October 1, 2022

REGULAR SEASON RATES – April 1 to September 30:

	Daily	Weekly	Monthly
Power Only (15 amp)	\$25.00 + gst	\$150.00 + gst	\$600.00 + gst
Power Only (30 amp)	\$30.00 + gst	\$180.00 + gst	\$650.00 + gst
Power + Water (15 amp)	\$30.00 + gst	\$180.00 + gst	\$650.00 + gst
Power + Water (30 amp)	\$35.00 + gst	\$200.00 + gst	\$700.00 + gst
Unserviced Site	\$20.00 + gst	Not available	Not available

WINTER SEASON RATES – October 1 to March 31:

	Daily	Weekly	Monthly
Power Only (30 amp)	N/A	N/A	\$650.00 + gst



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: Bylaw 2022-14 Land Use Bylaw Amendment
ORIGINATING DEPARTMENT: Planning & Development

BACKGROUND/PROPOSAL:

Bylaw No. 2022-14 is a proposed Bylaw to amend Land Use Bylaw No. 2019-04 by recommending the following amendments:

Discretionary Uses

1. Addition of "Dwelling, Row House" as a Discretionary Use to the RC: Residential/Commercial District
2. Addition of "Dwelling, Stacked Townhouse" as a Discretionary Use to the RC: Residential/Commercial District
3. Addition of "Dwelling, Townhouse" as a Discretionary Use to the RC: Residential/Commercial District
4. Addition of "Shipping Container (Small)" as a Discretionary Use to the RC: Residential/Commercial District
5. Addition of "Shipping Container (Large)" as a Discretionary Use to the RC: Residential/Commercial District

Site Requirements

Minimum Parcel Size (Townhouse)	Interior Units: 180.0 metres ² (1,937.50 feet ²)*
	Exterior Units: 220.0 metres ² (2,368.06 feet ²)*
*or 1.3 times building floor area (including all floors, excluding the basement) whichever is greater.	

Additional Regulations

- c) For shipping container (small) and shipping container (large), the following shall apply:
 - a. Shipping containers (small) and shipping containers (large) shall be screened from any road to the satisfaction of the Development Authority.
 - b. The Development Authority may require a shipping container (small) and shipping container (large) to be similar to and complement the principal building in exterior material, colour and appearance.
 - c. Shipping containers (small) and shipping containers (large) shall not be unsightly and shall be finished to the satisfaction of the Development Authority.
 - d. The siting requirements for an accessory building shall also apply to shipping containers (small) and shipping containers (large).
 - e. A shipping container (small) or shipping container (large) shall not be permitted on a lot that is abutting a residential district along the rear property line.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

For additional clarity, the Land Use Bylaw definitions for each use added are listed below:

DWELLING, ROW HOUSE – means Dwellings that are side by side, share a wall and have private entry and their own front and back yards, secondary suites are not permitted in Row Houses.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

DWELLING, STACKED TOWNHOUSE – means Dwellings where the townhouses are stacked on top of each other, each with their own front door and private outdoor space, secondary suites are not permitted in Stacked Townhouses.

DWELLING, TOWNHOUSE – means Dwellings that are side by side, share a wall and have common yards that are shared by all residents, secondary suites are not permitted in Town Houses.

SHIPPING CONTAINER (SMALL) – means a painted steel container (also known as a “Sea Can”) that is 2.6 meters (8.53 feet) in height and under 6 metres (18.685 feet) in length.

SHIPPING CONTAINER (LARGE) – means a painted steel container (also known as a “Sea Can”) that is 2.6 meters (8.53 feet) in height and over 6 metres (18.685 feet) in length.

PLANNING ANALYSIS

Municipal Development Plan

The proposed amendments align with the following MDP policies and strategies

- 3.2.7 *The Town will ensure the provision of a variety of housing types and styles to meet the diverse needs of the community.*
- 3.2.8 *The Town supports the development of the following housing types:*
 - a) *Single-detached dwellings,*
 - b) *Semi-detached dwellings,*
 - c) *Duplexes,*
 - d) *Fourplexes,*
 - e) *Townhouses***
 - f) *Apartments,*
 - g) *Manufactured/modular homes,*
 - h) *Seniors housing (retirement, assisted living, and nursing and lodging homes),*
 - i) *Secondary suites (where deemed appropriate by this Plan and other Town policies and documents), and*
 - j) *Other innovative forms of housing.*
- 3.2.10 *Medium density housing developments (i.e., fourplexes and townhouses) are supported by this Plan provided they are integrated with the overall design of the neighbourhood.*

Please note: additional regulations have been added to ensure the added types of housing products appropriately fit within the RC district

- The addition of ‘Dwelling, Row House’, ‘Dwelling, Stacked Townhouse’, and ‘Dwelling, Townhouse’ as discretionary uses to the RC district add to the wide range of residential uses that currently are listed in the RC district. These three land uses are very similar in character and density to each other and other uses in the district, such as ‘Dwelling, Multi-Unit (Apartment)’ and ‘Dwelling, Duplex’. **Adding these land uses to the district provides flexibility to developers while maintaining the purpose of the district to provide a ‘mix of residential and commercial uses’.**



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

- The addition of “Shipping Container (Small)” and “Shipping Container (Large)” to the RC district provides additional flexibility for residents and or business owners to utilize an affordable storage option for their property and or business.
- Additional regulations have been added to limit the impact of the shipping container on the surrounding area. This includes:
 - Prohibiting them on lots within the RC district that is abutting a residential district along the rear property line
 - Requiring them to be screened to limit visual impact, to the satisfaction of the Development Authority (through screening mechanisms such as landscaping, fencing etc.)
 - Requiring the exterior to match/compliment the exterior of the principal building, and not allowing unsightly containers, at the Development Authority’s discretion

Lastly, these uses are added as “discretionary” in the RC district to allow for the Development Authority to use their discretion in approval.

ALIGNMENT WITH STRATEGIC PLAN

2. An Informed & Engaged Community

RECOMMENDATION *(2 separate motions)*

That Council grant first reading to Bylaw No. 2022-14 amendment to the Land Use Bylaw.

That Council set the Public Hearing for Bylaw No. 2022-14 at the November 8, 2022 Regular Council Meeting.

TOWN OF DIDSBURY
Amending the Land Use Bylaw – RC: Residential/Commercial District
Bylaw No. 2022-14

A Bylaw of the Town of Didsbury in the Province of Alberta, pursuant to the provisions of the Municipal Government Act, being Chapter M-26-1, of the revised Statutes of Alberta and amendments thereto, to amend Land Use Bylaw No. 2019-04.

WHEREAS, the Council of the Town of Didsbury deems it necessary to amend Bylaw No. 2019-04: Land Use Bylaw;

NOW THEREFORE, the Council of the Town of Didsbury, in the Province of Alberta, duly assembled enacts the following:

- (1) This Bylaw may be cited as Amending Bylaw No. 2022-14 to amend the Land Use Bylaw No. 2019-04.
- (2) Bylaw No. 2019-04, being the Town of Didsbury Land Use Bylaw, is hereby amended

NOW THEREFORE, the Council of the Town of Didsbury, in the Province of Alberta, duly assembled enacts as follows:

1. SHORT TITLE

- 1.1. This Bylaw may be referred to as “Amending the Land Use Bylaw - RC: Residential/Commercial District”

2. PROPOSED AMENDMENTS

- 2.1 That Land Use Bylaw No. 2019-04 be amended as follows:

Discretionary Uses

1. Addition of “Dwelling, Row House” as a Discretionary Use to the RC: Residential/Commercial District
2. Addition of “Dwelling, Stacked Townhouse” as a Discretionary Use to the RC: Residential/Commercial District
3. Addition of “Dwelling, Townhouse” as a Discretionary Use to the RC: Residential/Commercial District
4. Addition of “Shipping Container (Small)” as a Discretionary Use to the RC: Residential/Commercial District
5. Addition of “Shipping Container (Large)” as a Discretionary Use to the RC: Residential/Commercial District

Site Requirements

Minimum Parcel Size (Townhouse)	Interior Units: 180.0 metres ² (1,937.50 feet ²)* Exterior Units: 220.0 metres ² (2,368.06 feet ²)*
*or 1.3 times building floor area (including all floors, excluding the basement) whichever is greater.	

Additional Regulations

- c) For shipping container (small) and shipping container (large), the following shall apply:

- a. Shipping containers (small) and shipping containers (large) shall be screened from any road to the satisfaction of the Development Authority.
- b. The Development Authority may require a shipping container (small) and shipping container (large) to be similar to and complement the principal building in exterior material, colour and appearance.
- c. Shipping containers (small) and shipping containers (large) shall not be unsightly and shall be finished to the satisfaction of the Development Authority.
- d. The siting requirements for an accessory building shall also apply to shipping containers (small) and shipping containers (large).
- e. A shipping container (small) or shipping container (large) shall not be permitted on a lot that is abutting a residential district along the rear property line.

3. EFFECTIVE DATE

3.1. This Bylaw shall come into effect upon passing of the third and final reading.

Read a First time on this ____ day of _____ 2022.

Read a Second time on this ____ day of _____ 2022.

Read a Third and Final time on this ____ day of _____ 2022

Mayor Rhonda Hunter

Chief Administrative Officer Ethan Gorner

RC: RESIDENTIAL/COMMERCIAL DISTRICT

General Purpose

To provide for a mix of residential and commercial uses intended to provide a transition between commercial and adjacent residential districts. New residential / commercial development must connect to municipal sewer and water systems, if municipal services are within a right of way directly adjacent the property. Existing residential / commercial is authorised to continue to utilize onsite water and sewer systems.

Permitted Uses

- a) Accessory Building, up to 62.8 metres² (676 feet²)
- b) Public Utility

Discretionary Uses

- a) Accessory Building, exceeding 62.8 metres² (676 feet²)
- b) Accessory Structure
- c) Care Facility (Child/Clinic/Group)
- d) Community Garden
- e) Dwelling or Dwelling Unit
- f) Dwelling, Duplex
- g) Dwelling, Multi-Unit (Apartment)
- [h\) Dwelling, Row House](#)
- ~~h~~i) Dwelling, Semi-Detached
- [i\) Dwelling, Single Detached](#)
- [k\) Dwelling, Stacked Townhouse](#)
- ~~h~~i) [Dwelling, Townhouse](#)
- ~~j~~m) Establishment (Eating or Drinking Class 1)
- ~~k~~n) Funeral Home
- ~~h~~o) Home Occupation
- ~~m~~p) Hotel/Motel
- ~~n~~q) Office
- ~~o~~r) Park
- ~~p~~s) Recreation (Private)
- [t\) Retail \(Personal Services/Small\)](#)
- [u\) Shipping Container \(Small\)](#)
- ~~q~~v) [Shipping Container \(Large\)](#)
- ~~r~~w) Any uses that are, in the opinion of the Development Authority, similar to the Permitted or Discretionary Uses, and which conform to the general purpose and intent of the District.

Site Requirements

Minimum Parcel Size	At the discretion of the Development Authority
Minimum Parcel Size (Townhouse)	Interior Units: 180.0 metres² (1,937.50 feet²)* Exterior Units: 220.0 metres² (2,368.06 feet²)*
Maximum Building Height	10.0 metres (32.8 feet)
Min. Landscaping Parcel Coverage	At the discretion of the Development Authority
	*or 1.3 times building floor area (including all floors, excluding the basement) whichever is greater.

Minimum Setback Requirements

Front Yard	At the discretion of the Development Authority
Side Yard w/Lane	1.5 metres (4.92 feet)
Side Yard w/o Lane	1.5 metres (4.92 feet)*
Rear Yard	10.0 metres (32.81 feet)



*Where there is no provision for access to the rear of the lot, the setback on one side shall be 3.0 metres (9.84 feet)

Additional Regulations

- a) Outdoor storage may be permitted at the discretion of the Development Authority where fencing and/or vegetative screening has been provided;
- b) Outdoor commercial patios shall not be detrimental to the surrounding area by way of noise, lighting, odours, access or any other means as determined by the Development Authority.
- c) For shipping container (small) and shipping container (large), the following shall apply:
 - a. Shipping containers (small) and shipping containers (large) shall be screened from any road to the satisfaction of the Development Authority.
 - b. The Development Authority may require a shipping container (small) and shipping container (large) to be similar to and complement the principal building in exterior material, colour and appearance.
 - c. Shipping containers (small) and shipping containers (large) shall not be unsightly and shall be finished to the satisfaction of the Development Authority.
 - d. The siting requirements for an accessory building shall also apply to shipping containers (small) and shipping containers (large).
 - e. A shipping container (small) or shipping container (large) shall not be permitted on a lot that is abutting a residential district along the rear property line.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: FIN 004-22 Payment Authority Policy
ORIGINATING DEPARTMENT: Corporate Services

BACKGROUND/PROPOSAL:

Administration is bringing forward a revised policy outlining a framework for authorization of payments, whether they be cheques, preauthorized debits, or electronic fund transfers. The updated policy accounts for the changing payment industry which is moving toward the use of Electronic Fund Transfers (EFTs) more often.

The current policy requires Administration to manually remove a vendor's banking information if their invoice is greater than the threshold allowed for payments by EFT, in order to prepare a cheque that could be signed with ink. The banking information is then re-inputted after the cheque is issued. This is inefficient and it allows for a greater risk of human error multiple times in the process.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

The revised policy requires the appropriate authorization at the invoice level, which is prior to the payment being prepared, regardless of the type of payment being made.

It also outlines the requirement of both the Director (or delegate) and CAO to authorize at the invoice level on any invoice greater than \$30,000. Further review by the Mayor will occur after the EFT payments are issued. The policy also addresses pre-authorized debits which are not being addressed currently.

A draft of the policy being presented is attached for Council's review.

The previous policy FIN004 Electronic Cheque Signing and Electronic Funds Transfer Policy is attached for Council's information.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

To APPROVE FIN 004-22 Payment Authority Policy as presented.

AND

TO RESCIND FIN 004 Electronic Cheque Signing and Electronic Funds Transfer Policy.



TOWN OF DIDSBURY POLICY # FIN 004
POLICY NAME: Electronic Cheque Signing and
Electronic Funds Transfer

TOWN OF DIDSBURY POLICY INDEX	
Policy Number:	FIN 004
Policy Title:	Electronic Cheque Signing and Electronic Funds Transfer
Approval Date:	
Date to be Reviewed:	2020
Responsible Department:	Financial Services
Related Bylaws:	

Policy Statement:

To provide guidelines for the use of Electronic Funds Transfer (EFT) and Electronic Cheque Signing. This allows for a safe, secure and environmentally friendly way for vendors to receive payments; reducing late payment fees and improving administrative efficiency.

1. Definitions

- 1.1 Electronic Cheque Authority means the Chief Financial Officer or Manager of Financial Services or their designate will have the authority to approve Electronic Cheques.

2. Responsibilities

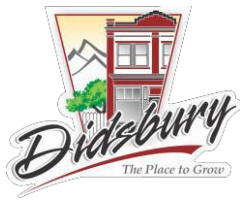
- 2.1 Manager of Financial Services or their designate:

- 2.1.1 Shall ensure appropriate documentation is in place to support invoices and shall review and approve all invoice coding.

3. Guidelines

- 3.1 The Chief Financial Officer, Manager of Financial Services or their designate will have user-defined passwords.
- 3.2 An Electronic Cheque Authority shall enter their user specific password into the financial system in order to enable electronic signatures.
- 3.3 Invoices exceeding \$30,000.00 or more (excluding reoccurring time sensitive invoices) will require manual signatures by designated Town of Didsbury signing authorities.
- 3.3.1 When there is a requirement for a manual cheque to be generated and the necessary signing authorities are unavailable to provide a manual signature, an Electronic Cheque may be generated through written authorization.
- 3.4 Cheques required in an emergency situation may be run and manually signed by Town of Didsbury designated signing authorities.

4. End of Policy



Policy Statement

The Town of Didsbury shall provide flexibility in the authorization for payment of expenditures to ensure the efficiency of business operations while maintaining effective internal controls and approval processes.

1. Definitions

- a. **Expenditure** means a purchase of goods or services approved by Council as part of the annual operating or capital budget or by resolution of Council.
- b. **Budget Manager** is a member of Administration authorized by the CAO to oversee collection of revenues and payment of expenditures for a certain area of the budget, as set forth by the CAO in a Directive.
- c. **Cheque** is a payment method for which a specified amount of money is recorded on a printed document which is required to be deposited at a financial institution.
- d. **Electronic Fund Transfer (EFT)**, also known as AFT or CAFT, is a payment method in which funds are deposited directly into the bank account of a vendor or employee.
- e. **Preauthorized Debit (PAD)** is a payment method in which funds, equal to an invoice amount, are preauthorized to be withdrawn from the Town's bank account on a certain date.

2. Principles

- a. Section 209 of the Municipal Government Act (MGA) of Alberta provides the Chief Administrative Officer (CAO) with the authority to delegate his/her powers, duties or functions under the Act to an employee of the municipality.
- b. Section 213(4) of the MGA requires signatures on cheques and other negotiable instruments by the Mayor (or other person authorized by Council to sign) and the CAO (or delegate) OR the CAO acting alone if so authorized by Council.
- c. EFTs have largely replaced cheques as a payment method as they are considered safer, there are fewer administrative processes and costs and payments occur faster.
- d. Payments may only be issued for expenditures that were approved by Council, either as part of the annual operating or capital budget or by resolution of Council.

3. Payment Authorization

- a. Electronic Fund Transfers (EFTs) are used to issue payment to all vendors, except where a vendor is authorized to be paid by Preauthorized Debit (PAD), or where banking information is not provided by the invoice due date.
- b. The CAO may authorize vendors to be paid by PAD when:
 - i. No other payment methods are accepted by the vendor; and/or;
 - ii. Payment occurs on a re-occurring basis, such as monthly, quarterly or semi-annually; and/or;

- iii. For logistical reasons, a different form of payment will be inefficient or costly to the organization.

Examples of these payments include:

- Quarterly Requisitions [Alberta Education];
 - Monthly utility, telephone and credit card invoices;
 - Payroll remittances
 - Quarterly, Semi-Annual or Annual Loan and Lease payments.
- c. Before any method of payment may be processed, the supporting documentation outlining the payment amount (i.e. invoices and contracts) must be authorized as follows:
- i. **One Signature is Required** to authorize payment of invoices totaling less than \$30,000; or, when an invoice exceeds \$30,000, but is a routine, reoccurring operating expenditures, such as the payment of utilities or requisition payments. The Signature must be from the relevant Budget Manager.
 - ii. **Two Signatures are Required** to authorize payment of invoices totaling \$30,000 or more, except as described in 3(c)(i). The first signature must be from the relevant Budget Manager. The second signature must be from the CAO or as delegated to the CFO.
- d. After each payment run, the Mayor will review and sign the Payments Report (Register) that outlines the vendor, amount paid, and description of the expenditure.

4. Cheque Signing

- a. Where banking information cannot be obtained prior to the due date of an invoice, a cheque may be issued.
- b. Dual signatures are required on all cheques.
- c. Cheques valued at \$30,000 or more must be signed with handwritten ink.
- d. Cheques must be signed by the Mayor and the CAO, or delegates, as outlined below:

	First Signature	Second Signature
	<i>Mayor</i>	<i>Chief Administrative Officer</i>
May be delegated to:	<i>Deputy Mayor</i>	<i>ACAO/CFO</i>
May be further delegated to:	<i>Acting Deputy Mayor</i>	<i>Manager of Financial Services</i>

5. End of Policy



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: Ruby Rock Asphalt Works – 21 Street Stormwater Drainage and Surface Improvement Contract
ORIGINATING DEPARTMENT: Engineering & Infrastructure

BACKGROUND/PROPOSAL:

Ruby Rock Asphalt Works provided Council with an update to the construction progress of and contractual options for the 21 Street Stormwater Drainage and Surface Improvement project.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Ruby Rock Asphalt Works has requested the following:

1. Permission to not complete CO#1 21 Avenue Storm and Surface Works Improvement:
 - a. Uncertainty exists regarding the ability to complete the work. Spring thaw will result in tracking of sediment into the Memorial Complex facility. This would create a resource burden and increase wear and tear on facility cleaning equipment.
 - b. Contractor has provided cost certainty on aspects of the work as described in the update. There is risk to the Town should the asphaltic supply costs (oils, gravels, transportation) continue to deviate from historic norms. The project has a contingency allowance to manage potential increases.
 - c. The management of an additional contract is another task for Administration to resource load during a potentially large capital investment year in 2023.
2. Request for the Town to purchase the pipe material: The pipe material is currently onsite.
3. Memorial Complex Pathway delay: The contractor has provided cost certainty on aspects of the work as described in the update. There is risk to the Town should the asphaltic supply costs (oils, gravels, transportation) continue to deviate from historic norms. The project has a contingency allowance to manage potential increases.
4. 21 Street Stormwater Drainage and Surface Improvement contract completion date extension request:
 - a. If granted, the request to extend the contract would allow the contractor to continue working without the risk of liquidated damages being imposed by the Town.
 - b. Change Order #3 is the Deer Coulee Pathway Replacement project and is to be completed under this contract. Project has not commenced yet.
 - c. Engineering consulting fees have exceeded the initial estimate and approved consulting agreement. The Town has received a change order request from the consultant for an increase to the approved engineering budget. This request is a result of the extended time it has taken for the project. It is anticipated the current change order is sufficient to complete the Engineering activities for the project.
 - d. The projects managed with this contract are tracking to be under Council approved budgets and no overage is anticipated at this time.

ALIGNMENT WITH STRATEGIC PLAN

3. Infrastructure & Asset Management



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

RECOMMENDATION

1. Council approve the removal of Change Order #1 from the 21 Street Stormwater Drainage and Surface Improvement contract,
2. Council authorize the purchase of pipe material from the contractor for up to a maximum of \$60,000 and the expenditure be allocated to 21 Avenue Storm and Surface Works project,
3. Council accept the update on the delivery of the Memorial Complex Pathway project as information,
4. Council approve the Contractor's request for an extension of the contract completion date to October 31, 2022.

And/Or, any other motions deemed appropriate.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

MEETING DATE: October 11, 2022
SUBJECT: Central Alberta Economic Partnership (CAEP) Membership
ORIGINATING DEPARTMENT: Economic Development & Strategic Operations

BACKGROUND/PROPOSAL:

In Fall of 2021 Council decided to reinstate the membership for one trial year with the Central Alberta Economic Partnership (CAEP). Membership benefits are to be monitored by the Economic Development Officer (EDO) followed by a report in 2022 for Council to make an informed decision on continuing or ceasing the membership according to the results of the report and recommendation.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

In 2021 the Town of Didsbury contemplated its membership with CAEP and the value for the cost of membership. It was decided that with the new EDO in place to reinstate the membership for one trial year, with a report in October of 2022 to re-evaluate the benefits of the membership.

Town of Didsbury Councillor, Joyce McCoy became a board Director on the CAEP executive board and Helen Hafke, Chamber President and DEDAC member was appointed the business representative for the Town of Didsbury. The EDO participated in almost all scheduled CAEP initiatives. The benefits of this regional partnership can only be realized through participation.

Benefits: In economic development, collaboration is a strong aspect of success and in particular for business attraction. Investors, international investors specifically don't know where Alberta is located, let alone Mountain View County or Didsbury. The web presence by linking the Town website to the Central Alberta website provides us with extra exposure to investors to fill our commercial and industrial vacancies.

Investors like to locate in jurisdictions where the community plays regionally and showcases collaboration. As a member Didsbury will continue to receive investment inquiries as CAEP receives them directly from the Provincial government.

CAEP's Regional Economic Growth Strategy – which is not a strategy about CAEP as an organization, but the central region as a whole. Didsbury has the opportunity to partake as a member providing input on regional projects and how working collaboratively within the region, including implementing this strategy.

CAEP no longer farms out its investment attraction program to Access Prosperity. CAEP is involving its membership to help define how the region can work together and complement each other to attract investment. As a member, Didsbury is part of this conversation.

Employers need more training in retention and attraction of employees. Didsbury businesses have an opportunity to participate in this pilot project. CAEP also provides general training for elected officials as well as EDO's and businesses under CAEP's membership.

As a member we will have the opportunity to participate in international trade missions at a reduced rate for travel. Those trade missions are geared towards business & investment attraction, workforce attraction or attracting specific industry sectors that are needed and a good fit, potentially value added in Central Alberta.

Another benefit to Didsbury is the opportunity to receive web tools such as "LocalIntel" at a significant reduced rate and a regional presence on www.investcentralalberta.ca. The rate for the investment attraction and retention tool is just under \$1,000. On our website we have 12 tools that equates to a minimum of a \$1,000 per tile.

A 4-page community page on www.caepalberta.com outlines our Community Profile under Communities – Central Alberta Economic Partnership caepalberta.com with a direct link to our Town website.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

Members could also participate in a deeper dive and complete a competitive land assessment at a 50% cost savings.

Our involvement with CAEP demonstrates collaboration and help with a bigger voice to lobby and advocating for the region on a Provincial and Federal level.

By having a Councillor on the board of Directors of CAEP these opportunities are amplified.

We participated in the following initiatives:

- Information session on the FDI contribution funding via CAEP, which led to our own application and successfully securing funding for our initiative. In addition CAEP secured funding for its membership initiatives, which will benefit all members, if they chose to participate.
- Strategic Session with EDO's on Central Alberta; opportunity to be part of shaping the Central AB advantage;
- CAEP Marketing & Branding initiative; by participating we are shaping the way we promote our region;
- Webinar with Province via CAEP to learn about the new REPS program: Successful application to the Province of Alberta as a Central Alberta region to be the area and community of choice for the Rural Entrepreneur Stream Program;
- CAEP members were the first to learn and support Enhance Energy Origin investment. CAEP organized a webinar for us to learn more about this project – Didsbury's support added to Enhance Origin's success;
- EV Station Program CAEP invited membership to a webinar with the Province to learn more about the initiative; which led to the initial "expression of interest" application to the province.
- Participated in the immigration webinar held by Canada Immigration and Visa Services consultant, related to the new Rural Entrepreneurship Program Stream;
- Workforce Strategy completed for membership; state of the workforce presentation at the CAEP AGM;
- Continued provision of information on potential opportunities, grants and training;
- CAEP organized EDO regional meeting, which was held in Three Hills to exchange information and updates on the regions initiatives and projects, plus exchange best practice;
- Update of our 4-page Community Profile on the CAEP website at no cost.
- Introduction to potential investors at a CAEP organized "Meet the Investors" event;
- We were informed about investors looking for a location in the Central Alberta region. The province connects investors directly to CAEP to communicate to its membership about opportunities;
- As we have a Councillor on the board of directors representing Didsbury we were able to participate in the Strategic Planning session.

Note that CAEP changed its structure and has now more industry participants on their board of directors. It is important to note that they also substantially increased the EDO participation in the Central Alberta region.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

To renew the membership with Central Alberta Economic Partnership and continue participation by the Economic Development Officer. Request an annual report prepared by the Economic Development Officer to monitor the return on membership investment.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: 2023 Franchise Fees
ORIGINATING DEPARTMENT: Corporate Services

BACKGROUND/PROPOSAL:

Franchise fees are a significant source of revenue for the Town. The rate being charged is set by Council. A rate change must be advertised for a set period of time, giving the public an opportunity to weigh in. Franchise fees are charged by your natural gas and electricity retailer who then return the money to ATCO or FORTIS who then submit payment to the Town each month. If Council were to change the rate, there would be an impact to the budgeted revenues. If that occurs, Council may also set a direction for the additional revenue—whether to offset property taxes, contribute to a reserve fund to support Council's strategic direction, or offset a current year's project. Franchise fees are charged to all energy consumers in the Town boundaries, where taxes are exempt for certain types of properties.

ATCO GAS

ATCO Gas pays the Town of Didsbury a franchise fee which is based on a percentage of ATCO's Delivery Tariff. This percentage is currently set at 25%. The maximum rate for ATCO Franchise Fees is 35%. The impact of an increase will be seen by natural gas consumers as an increase to their monthly natural gas bills.

FORTIS ALBERTA

FORTIS Alberta pays the Town of Didsbury a franchise fee which is based on a percentage of FORTIS' Distribution and Transmission (D&T). This percentage is currently set at 17%. The maximum rate for FORTIS Franchise Fees is 20%. The impact of an increase will be seen by electrical consumers as an increase to their monthly electricity bills.

As a consumer of natural gas and electrical, the Town of Didsbury's expenses will also be impacted.

The rates charged in surrounding municipalities are as follows:

Figure 1. Comparison of ATCO and Fortis Franchise Fees across neighboring municipalities

Comparisons as of Jan 1/22									
	Cremona	Sundre	Carstairs	Didsbury	Innisfail	Olds	Airdrie	Bowden	Crossfield
Natural Gas (ATCO)	25%	N/A	25%	25%	27%	30%	29.6%	22%	17%
Electricity (FORTIS)	10%	10%	10%	17%	15%	15%	20%	15%	0%

See attached documents with rates for all municipalities in Didsbury's energy region.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Annually, ATCO and FORTIS provide Administration with franchise fee calculators to show the impact of a change in the franchise fee rate. That has been summarized below. These figures will assist Council in determining whether the added revenue to the Town outweighs the cost to the consumer.

Figure 2. Impact of 1%, 5% and 10% increase to ATCO Franchise Fee

ATCO Rate [max 35%]	26% (+1%)	30% (+5%)	35% (+10%)
Additional Revenue	\$ 15,830	\$ 79,152	\$ 158,303
Impact on Avg Residential Customer Bill per year	\$ 6.25	\$ 31.27	\$ 62.54
Impact on Avg Residential Customer Bill per month	\$ 0.52	\$ 2.61	\$ 5.21

*avg residential customer based on use of 115GJ per year.

Figure 3. Impact of 1%, 2% and 3% increase to Fortis Franchise Fee

FORTIS Rate [max 20%]	18% (+1%)	19% (+2%)	20% (+3%)
Additional Revenue	\$ 31,041	\$ 62,082	\$ 93,124
Impact on Avg Residential Customer Bill per year	\$ 12.82	\$ 21.60	\$ 30.38
Impact on Avg Residential Customer Bill per month	\$ 1.07	\$ 1.80	\$ 2.53

*avg residential customer based on use of 640kWh per year.

For both ATCO and FORTIS above, \$1 of additional revenue for the Town will cost the average customer approximately \$0.00003 per month.

A decision is requested by November 1, 2022 to allow enough time for advertising prior to a January 1, 2023 implementation. This decision will have an impact on the 2023 operating budget and any decision will be incorporated into the budget.

Council is asked to consider whether they want to increase one, both or neither Franchise Fee percentages. In addition, if there is an increase, Council is asked to determine if they want it to offset general taxes, or be allocated to a specific reserve fund or project.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

To refer the the 2023 Franchise Fees for ATCO Gas and FORTIS Alberta to the Strategic Planning Committee for review and recommendation.

MUNICIPAL FRANCHISE FEE RIDERS

Availability: Effective for all consumption, estimated or actual, on and after the first of the month following Commission approval, the following franchise fee riders apply to each rate class.

Price Adjustment:

A percentage surcharge per the table below will be added to the total distribution tariff, including both the transmission and distribution charges, and excluding any Riders, calculated for every Point of Service within each Municipality and will be billed to the applicable Retailer.

FortisAlberta will pay to each Municipality each month, in accordance with the franchise agreements between FortisAlberta and the Municipalities or an agreement with a non-municipality, the franchise fee revenue collected from the Retailers.

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
03-0002	Acme	3%	2013/07/01	02-0040	Bowden	15%	2017/01/01
01-0003	Airdrie	20%	2021/04/01	03-0041	Boyle	20%	2021/01/01
03-0005	Alix	8.50%	2019/01/01	03-0042	Breton	20%	2015/01/01
03-0004	Alberta Beach	8%	2021/01/01	01-0043	Brooks	14%	2021/01/01
03-0007	Amisk	0%	2014/01/01	02-0044	Bruderheim	2%	2022/01/01
02-0011	Athabasca	14%	2022/01/01	02-0047	Calmar	20%	2013/07/01
04-0009	Argentia Beach	0%	2017/01/01	01-0048	Camrose	14%	2021/04/01
03-0010	Arrowwood	12%	2015/07/01	02-0050	Canmore	12%	2021/01/01
02-0387	Banff	6%	2020/01/01	03-0054	Carmangay	15%	2021/01/01
07-0164	Banff Park	4%	2019/10/01	03-0055	Caroline	12%	2021/01/01
03-0363	Barnwell	5%	2013/07/01	02-0056	Carstairs	10%	2015/01/01
03-0013	Barons	5%	2015/04/01	03-0061	Champion	15%	2015/04/01
02-0014	Barrhead	12%	2016/04/01	03-0062	Chauvin	11%	2016/01/01
02-0016	Bashaw	2%	2021/01/01	01-0356	Chestermere	11.50%	2014/01/01
02-0017	Bassano	14.40%	2019/01/01	03-0064	Chipman	0%	2016/01/01
03-0018	Bawlf	6%	2016/01/01	02-0065	Claresholm	4%	2017/01/01
01-0019	Beaumont	17.25%	2020/01/01	03-0066	Clive	10%	2020/01/01
03-0022	Beiseker	3.50%	2019/01/01	03-0068	Clyde	15%	2017/01/01
02-0024	Bentley	10%	2019/01/01	02-0069	Coaldale	13%	2022/01/01
04-0026	Betula Beach	0%	2017/01/01	02-0360	Coalhurst	4%	2021/01/01
03-0029	Bittern Lake	7%	2016/01/01	02-0070	Cochrane	17%	2020/01/01
02-0030	Black Diamond	10%	2017/01/01	03-0076	Coutts	3%	2017/01/01
02-0031	Blackfalds	20%	2013/10/01	03-0077	Cowley	5%	2016/01/01
02-0034	Bon Accord	19%	2022/01/01	03-0078	Cremona	10%	2016/01/01
02-0039	Bow Island	8.50%	2018/01/01	02-0079	Crossfield	0%	2015/01/01

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
09-0361	Crowsnest Pass	16%	2016/01/01	02-0188	Killam	9%	2021/01/01
04-0080	Crystal Springs	0%	2016/01/01	01-0194	Lacombe	17.13%	2022/01/01
03-0081	Czar	5%	2013/10/01	04-0196	Lakeview	2%	2016/01/01
02-0082	Daysland	7%	2018/01/01	02-0197	Lamont	7.50%	2020/01/01
02-0086	Devon	13%	2013/01/01	04-0378	Larkspur	3%	2020/04/01
02-0088	Didsbury	17%	2016/01/01	01-0200	Leduc	16%	2014/01/01
02-0091	Drayton Valley	10%	2016/01/01	02-0202	Legal	15%	2021/01/01
03-0093	Duchess	15%	2018/01/01	03-0207	Lomond	15%	2017/01/01
02-0095	Eckville	10%	2015/01/01	03-0208	Longview	17%	2017/01/01
03-0096	Edberg	13%	2021/01/01	03-0209	Lougheed	5%	2016/01/01
03-0097	Edgerton	15%	2022/01/01	02-0211	Magrath	10%	2021/01/01
02-0100	Edson	4.75%	2020/01/01	04-0210	Ma-Me-O Beach	0%	2016/01/01
03-0109	Ferintosh	11%	2016/01/01	02-0215	Mayerthorpe	11%	2022/01/01
03-0112	Foremost	7%	2016/01/01	04-0359	Mewatha Beach	2%	2016/10/01
02-0115	Fort Macleod	15%	2018/10/01	02-0218	Milk River	12%	2017/01/01
01-0117	Fort Saskatchewan	0%	2013/10/01	02-0219	Millet	16%	2019/01/01
02-0124	Gibbons	10%	2013/01/01	03-0220	Milo	20%	2017/01/01
03-0128	Glenwood	0%	2016/02/11	02-0224	Morinville	20%	2013/07/01
04-0129	Golden Days	0%	2017/01/01	04-0230	Nakamun Park	0%	2013/10/01
02-0135	Granum	5.50%	2013/07/01	02-0232	Nanton	9%	2019/01/01
04-0134	Grandview	0%	2016/01/01	02-0236	Nobleford	0%	2013/10/01
04-0138	Gull Lake	0%	2016/01/01	03-0233	New Norway	6%	2009/01/01
04-0358	Half Moon Bay	0%	2021/01/01	04-0237	Norglenwold	5%	2015/01/01
02-0143	Hardisty	9.50%	2021/01/01	04-0385	Norris Beach	0%	2016/01/01
03-0144	Hay Lakes	9%	2021/01/01	02-0238	Okotoks	20%	2021/01/01
02-0148	High River	20%	2015/07/01	02-0239	Olds	15%	2019/01/01
03-0149	Hill Spring	5%	2014/01/01	02-0240	Onoway	10%	2022/01/01
02-0151	Hinton	11.73%	2022/01/01	04-0374	Parkland Beach	0%	2015/01/01
03-0152	Holden	4%	2016/01/01	02-0248	Penhold	19%	2014/01/01
03-0153	Hughenden	5%	2016/01/01	02-0249	Picture Butte	11%	2022/01/01
03-0154	Hussar	12.50%	2017/01/01	02-0250	Pincher Creek	13%	2017/01/01
02-0180	Innisfail	15%	2021/04/01	04-0253	Point Alison	0%	2017/01/23
03-0182	Irma	20%	2015/01/01	04-0256	Poplar Bay	0%	2016/01/01
02-0183	Irricana	0%	2013/10/01	02-0257	Provost	20%	2015/01/01
04-0185	Island Lake	0%	2016/01/01	02-0261	Raymond	16%	2022/01/01
04-0186	Itaska Beach	0%	2017/10/01	02-0265	Redwater	5%	2020/01/01
04-0379	Jarvis Bay	0%	2015/10/08	02-0266	Rimbey	20%	2022/01/01
04-0187	Kapasiwin	0%	2018/04/01	02-0268	Rocky Mtn House	12%	2017/01/01

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
03-0270	Rockyford	5%	2015/04/01	04-0371	Whispering Hills	5%	2016/10/01
03-0272	Rosemary	14.50%	2020/01/01	02-0350	Whitecourt	3.32%	2021/01/01
04-0273	Ross Haven	0%	2016/01/01	04-0354	Yellowstone	3%	2016/01/01
03-0276	Ryley	3%	2016/01/01				
04-0279	Seba Beach	4%	2014/01/01				
02-0280	Sedgewick	9%	2020/01/01				
04-0283	Silver Sands	3%	2018/01/01				
04-0369	South Baptiste	0%	2005/05/01				
04-0288	South View	3%	2019/01/01				
01-0291	Spruce Grove	20%	2016/01/01				
01-0292	St. Albert	10%	2021/01/01				
03-0295	Standard	0%	2015/01/01				
02-0297	Stavely	6%	2021/01/01				
03-0300	Stirling	12%	2019/01/01				
02-0301	Stony Plain	20%	2013/01/01				
09-0302	Strathcona County	0%	TBD				
02-0303	Strathmore	20%	2020/07/01				
03-0304	Strome	9%	2022/01/01				
02-0307	Sundre	10%	2020/01/01				
04-0386	Sunrise Beach	0%	2018/01/01				
04-0308	Sunset Point	10%	2017/01/01				
02-0310	Sylvan Lake	15%	2019/01/01				
02-0311	Taber	18%	2020/07/01				
02-0315	Thorsby	20%	2014/01/01				
02-0318	Tofield	5%	2015/01/01				
02-0321	Turner Valley	10%	2017/01/01				
04-0324	Val Quentin	0%	2016/01/01				
02-0326	Vauxhall	8%	2022/01/01				
02-0331	Viking	8%	2013/01/01				
02-0333	Vulcan	20%	2013/10/01				
03-0364	Wabamun	10%	2017/01/01				
02-0335	Wainwright	11%	2020/04/01				
07-0159	Waterton Park	8%	2018/10/01				
03-0338	Warburg	10%	2015/01/01				
03-0339	Warner	5%	2021/01/01				
04-0344	West Cove	0%	2018/01/01				
02-0345	Westlock	14.75%	2022/01/01				
01-0347	Wetaskiwin	13.80%	2020/01/01				

ATCO GAS AND PIPELINES LTD. – SOUTH RIDER "A" MUNICIPAL FRANCHISE FEE TO ALL RATES AND ANY OTHER RIDERS THERETO

All charges under the Rates, including any charges under other Riders, to Customers situated within the communities listed on this Rider "A" Municipal Franchise Fee are subject to the addition of the percentage shown. The percentage shown is to be applied as an addition to the billings calculated under the Rates including charges as allowed under other Riders in effect.

Method A. - Applied to gross revenues*.

Method C. - Applied to gross revenues* and Rider "E".

<u>Effective</u>			<u>Effective</u>			<u>Effective</u>		
<u>Municipalities –</u>		<u>Date</u>	<u>Municipalities</u>		<u>Date</u>	<u>Municipalities –</u>		<u>Date</u>
<u>Method A</u>	<u>%</u>	<u>yymmdd</u>	<u>Method A</u>	<u>%</u>	<u>yymmdd</u>	<u>Method C</u>	<u>%</u>	<u>yymmdd</u>
Acme	20.00	04/03/10	Foremost	21.00	04/01/21	Calgary**	11.11	91/01/01
Airdrie	29.60	07/10/01	Fort Macleod	12.50	01/10/02	Glenwood	5.26	94/10/01
Banff	31.20	06/03/24	Gasoline Alley	19.50	20/05/01			
Banff Ntl Park	31.20	22/01/01	Granum	12.00	13/01/01			
Barnwell	13.00	01/01/18	High River	20.00	19/05/01			
Barons	14.97	00/08/21	Hill Spring	5.00	10/03/25			
Bassano	25.00	13/01/01	Hussar	27.50	22/02/01			
Beiseker	16.00	19/01/01	Innisfail	27.00	19/01/01			
Big Valley	12.00	16/03/01	Irricana	11.18	99/12/06			
Black Diamond	16.00	17/01/01	Lethbridge	27.00	12/02/15			
Bow Island	12.00	18/01/01	Linden	15.23	04/07/09			
Bowden	22.00	07/02/16	Lomond	25.00	15/12/01			
Brooks	19.50	21/01/01	Longview	20.00	16/01/01			
Burdett	15.00	20/04/01	Magrath	15.00	10/01/18			
Canmore	30.00	21/01/01	Milk River	30.00	04/12/14			
Carbon	16.00	22/01/01	Nanton	17.00	19/01/01			
Cardston	15.00	07/10/04	Nobleford	0.00	06/10/04			
Carmangay	15.00	10/03/02	Okotoks	20.00	21/01/01			
Carstairs	25.00	07/08/01	Olds	30.00	12/01/01			
Champion	15.00	10/03/02	Penhold	25.00	18/09/01			
Chestermere	17.00	14/01/01	Picture Butte	18.00	16/09/01			
Claresholm	10.00	05/05/05	Raymond	15.00	20/10/07			
Coaldale	15.00	22/01/01	Rockyford	30.00	12/01/01			
Coalhurst	7.50	21/01/01	Rosemary	16.00	16/05/01			
Cochrane	20.00	16/01/01	Standard	0.00	22/01/01			
Coutts	20.00	08/09/09	Stavely	11.00	21/01/01			
Cowley	13.79	02/08/23	Stirling	12.00	19/01/01			
Cremona	25.00	15/09/01	Strathmore	35.00	21/04/01			
Crossfield	17.00	10/05/07	Taber	18.00	20/07/01			
Crowsnest Pass	25.00	13/01/17	Taber*	33.00	20/07/01			
Delburne	21.60	07/04/10	Trochu	20.00	15/12/01			
Didsbury	25.00	10/01/01	Turner Valley	15.00	15/10/05			
Duchess	15.00	21/01/01	Vauxhall	10.00	20/02/01			
Elнора	16.00	04/05/27	Vulcan	35.00	14/01/01			

* Applied to High Use.

** Exemption available on Rider "E" portion of natural gas feedstock quantities used by an electrical generation plant whose primary fuel source is natural gas, for the commercial sale of electricity or used by a district energy plant for combined heat and power production, if deemed by the City of Calgary to be a qualifying facility.

The Company's Terms and Conditions apply to all retailers and customers provided with System and/or Distribution Access Service by the Company. The Terms and Conditions are available at ATCO Gas offices during normal working hours or on the website www.atcogas.com.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: *The Place to Grow.*

Mission: *Creating the Place to Grow.*

MEETING DATE: October 11, 2022
SUBJECT: Emergency Management Advisory Committee Orientation
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

The Emergency Management Advisory Committee, Agency and Protocols Bylaw 2020-06 establishes the Emergency Advisory Committee which is made up of all members of Council.

Section 4.4 of the bylaw states that the committee shall meet at least once annually or from time to time at the request of the Mayor or CAO.

In accordance with the *Emergency Management Act* RSA 2000 Chapter E-6.8:

11 A local authority

(a) shall, at all times, be responsible for the direction and control of the local authority's emergency response unless the Government assumes direction and control under section 19(5.1) or 22(3.1);

(b) shall approve emergency plans and programs, subject to the regulations;

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Craig Fox, Director of Emergency Management for the Town of Didsbury, is recommending Council participate in an orientation in accordance with Bylaw 2020-06 and the *Emergency Management Act*.

Council is being asked to consider holding this meeting prior to the Council Meeting on Tuesday, December 13, 2022 from 4:30 to 5:30 p.m.

ALIGNMENT WITH STRATEGIC PLAN

2. An Informed & Engaged Community

RECOMMENDATION

That Council set Tuesday, December 13, 2022 from 4:30 to 5:30 p.m. for an Emergency Management Advisory Committee Orientation.



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: 2022 CP Holiday Train
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

Mayor Hunter is pleased to announce that the 2022 CP Holiday Train will stop in Didsbury on Saturday, December 10 at 4:05 p.m.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

In their messaging leading up to the stop and at the event itself, CP will encourage people to donate to the local food bank. In the past, the Mountainview Food Bank Society was the community's chosen organization.

Please find attached the letter setting out the information and details of this event.

ALIGNMENT WITH STRATEGIC PLAN

1. Economic Prosperity

RECOMMENDATION

That a letter be sent from Mayor Hunter on behalf of Council expressing the Town of Didsbury's excitement and pleasure on the return of the CP Holiday Train on December 10, 2022.

October 4, 2022

Mayor Rhonda Hunter
Town of Didsbury
PO Box 790
Didsbury AB T0M 0W0
via email: rhunter@didsbury.ca



Dear Mayor Hunter:

The Canadian Pacific Holiday Train returns to the tracks this year visiting communities across the CP network.

The 2022 CP Holiday Train will stop in Didsbury on Saturday, December 10 at 4:05pm.

Thanks to the generous support of great communities like yours, the Holiday Train has raised more than \$21 million and collected more than 5 million pounds of food since 1999 to help those in need. With your help, we can continue to raise food, money and awareness for hunger issues and food insecurity in communities across North America.

FOOD BANK DONATION

In our messaging leading up to your stop and at the event itself, CP will encourage people to donate to the local food bank. In the past, the **Mountainview Food Bank Society** was your community's chosen organization.

CP HAS HEART

CP Has Heart is our community investment program aimed at improving the heart health of people in communities across North America through partnerships, sponsorships, activities and contributions that fund cardiovascular research and the best equipment and care for cardiac patients.

Prevention is key to eliminating the effects of heart disease. Because quality nutrition is one way to prevent heart disease, we encourage those attending the events to donate heart healthy food items or money. Regardless of circumstance, we believe that everyone should have access to healthy, nutritious food.

HOSTING A SAFE AND FUN EVENT

Safety is always our top priority, and our goal is to continue to make the Holiday Train event safe and fun for everyone. We ask that your office manage any road or crossing blockages related to this event, including marking a safe perimeter around the Holiday Train for the duration of the show.

We have found that something as simple as "Do Not Cross" tape works well for this purpose. However, our preference is erecting barricades that clearly mark the area. This offers a safe zone for lowering the stage door, a clear space for people to board and leave the train, and helps to prevent people from trying to cross through the train. Additionally, we encourage police or security presence at the event and nearby crossings to help ensure safe passage for the train into and out of the event.

Members of the CP Police Service will be on hand to help manage crowds. Still, we do appreciate your continued support – including the involvement of your local enforcement officials – in keeping the Holiday Train event in your community a safe one.

CP continues to follow the national COVID-19 situation and abides by all federal requirements.

SOCIAL MEDIA

We use social media to invite community members to the event and encourage food bank donations. Follow us on [Facebook](#), [Twitter](#) and [Instagram](#) and share our message by using #CPHolidayTrain and #HealthyDonations.

EVENT INFORMATION

We will be in touch with you within the next few weeks to discuss additional event information such as the stop location, how to promote the event and confirm you can join us on stage to help present a donation to your local food bank. At this time, we are finalizing a possible rider program and will provide details soon.

Your CP contacts for this year's CP Holiday Train are Christine Brown and Brenda Land. They will be contacting you soon with further information and can be reached at Holiday_Train@cpr.ca.

I look forward to your community's participation in this year's CP Holiday Train.

Sincerely,

Mike LoVecchio
Director Indigenous Relations and Government Affairs
Canadian Pacific
General Yard Office
1670 Lougheed Highway
Port Coquitlam BC V3B 5C8
778 772-9636
mike_lovecchio@cpr.ca



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

COUNCIL MEETING DATE	October 11, 2022
SUBJECT	Chief Administrative Officer (CAO) Report
ORIGINATING DEPARTMENT	Legislative Services

BACKGROUND/PROPOSAL:

Please find attached the CAO Report for October 11, 2022.

ALIGNMENT WITH STRATEGIC PLAN

An Informed & Engaged Community

RECOMMENDATION

That Council move to accept the CAO Report for October 11, 2022 as information.



CAO Report – October 11, 2022

1. Best Practices for Policy Development on Unrestricted Surplus (ACAO/CF)

Please find attached a report on Best Practices for Policy Development on Unrestricted Surplus.

2. 3rd Quarter Report (Planning & Development)

Please find attached the 3rd Quarter Report from Planning and Development for July 1 to September 30, 2022.

3. Town of Didsbury 2021 Municipal Indicator Report (ACAO/CFO)

Please find attached the Municipal Indicator Report for 2021 prepared by Municipal Affairs.

4. Didsbury Fire Department's response to medical calls (ACAO/CFO)

Please find attached a report on the Didsbury Fire Department response to medical calls.

Report on Best Practices for Policy Development on Unrestricted Surplus

On March 22, 2022 Council passed resolution 171-22 asking Administration to bring back best practices for policy development on budgetary unrestricted surplus.

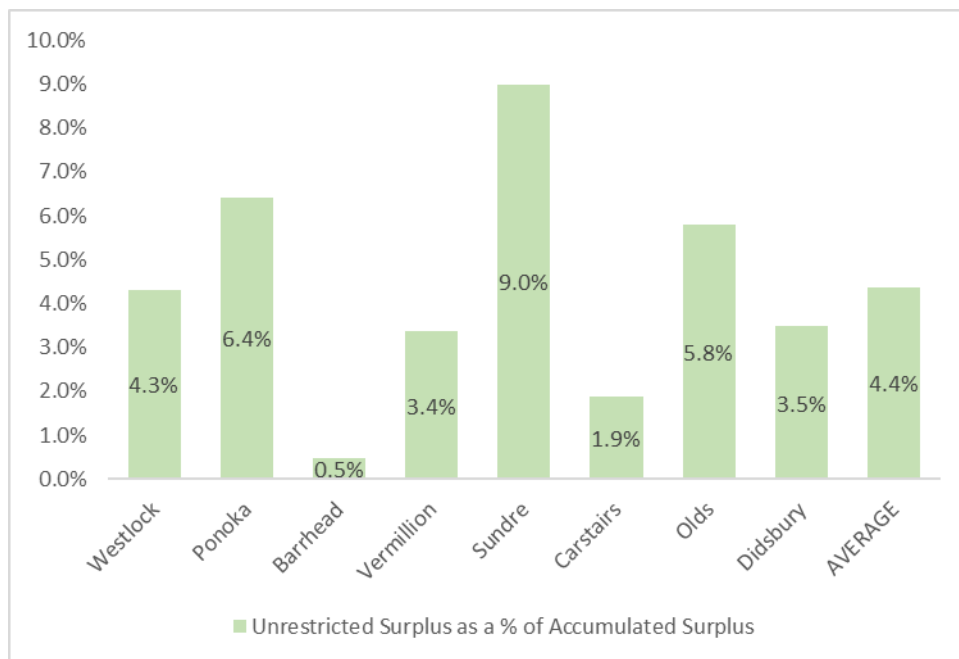
Accumulated Surplus is the aggregate of prior year annual surpluses achieved, net of any annual deficits incurred and capital transactions. It is made up of Equity in TCA, *Unrestricted Surplus* and Restricted Surplus.

Equity in TCA represents the investment in Capital Assets.

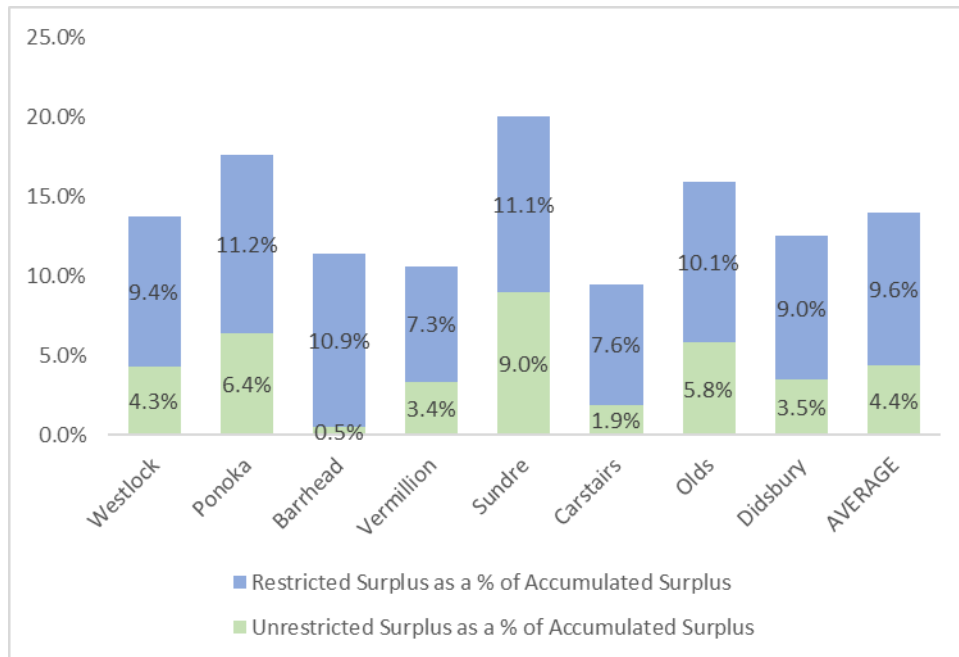
Restricted Surplus is represented by the amount reserved for future use.

Unrestricted Surplus is the portion of Accumulated Surplus that results from excess revenue and expenses available for any future use, and is made up of cash, accounts receivable, land held for resale, other non-cash financial assets, accounts payable and other non-cash financial liabilities. It does not equal the amount of excess cash on hand.

Administration completed an analysis of Unrestricted Surplus, Restricted Surplus and Equity in TCA as a percentage of Accumulated Surplus comparing Didsbury to its population group and neighboring municipalities. Of the group of municipalities, Didsbury's unrestricted Surplus as a percentage of Accumulated Surplus is lower than average, but close to the mid-point.



When looking also at Didsbury's Restricted Surplus as a percentage of Accumulated Surplus, it is also below average, but close to the mid-point.



Administration has only been successful on one count to obtain a municipal policy speaking expressly to the levels of unrestricted surplus which states:

‘Operating funds in excess of \$2M (all operating revenue less operating expenses and not including any revenue/receipt of a capital nature) will be transferred to restricted surplus accounts as per Council direction’.

Brazeau County – Restricted Surplus Accounts Policy

For comparison purposes, Brazeau County’s Accumulated Surplus for the 2021 year end was made up of 81.4% Equity in TCA, 10% Restricted Surplus and 8.6% Unrestricted Surplus.

Summary

In summary, what is not being restricted goes into the unrestricted surplus. Although many municipalities are silent on the amount of unrestricted surplus, they all have reserve policies expressing how reserves are grown and what they are used for, including Didsbury. Didsbury goes one step further and has a policy framework which requires an annual look at year end surpluses and allocation of those to reserve funds.

Due to changes to various reserve funds over the years, the Town’s Reserve policy is recommended to be reviewed. Council may consider adding direction on to what amount of surplus may be restricted each year, similar to Brazeau County.

The Year End Reserve Allocation policy has been recently updated and does not need a review at this time.



PLANNING & DEVELOPMENT SERVICES **2022 Quarterly Development Report (Q3)**

(July 1 – Sept 30)

Prepared for the Regular Council Meeting

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RESIDENTIAL DEVELOPMENTS

	Q1	Q2	Q3	2022
<i>Permits Issued – All development relating to Residential Use</i>	12	12	10	34
<i>Total Construction Values [in the \$ millions]</i>	914,400	1.69	896,589	3.50
<i>Date of First Permit Issued</i>	Jan 10	Apr 1	July 5	Jan 10
<i>Date of Last Permit Issued</i>	Mar 31	Jun 27	Sept 1	Sept 1

Note: Residential Development consists of Dwellings, Accessory Buildings, Additions, Decks, Suites, Demolition & Misc.

COMMERCIAL DEVELOPMENTS

	Q1	Q2	Q3	2022
<i>Permits Issued – All development related Commercial Use</i>	7	2	6	15
<i>Total Construction Values [in the \$ millions]</i>	402,615	18,994	669,500	1.09
<i>Date of First Permit Issued</i>	Jan 12	Apr 11	July 13	Jan 12
<i>Date of Last Permit Issued</i>	Mar 18	Apr 25	Aug 24	Aug 24

Note: Commercial Development consists of Commercial Retail Units, Changes of Use, Signage and Misc.

RESIDENTIAL/COMMERCIAL MIXED DEVELOPMENTS

	Q1	Q2	Q3	2022
<i>Permits Issued – All development related Residential & Commercial Mixed Use</i>	0	1	0	1
<i>Total Construction Values [in the \$ millions]</i>	-	4.2	-	4.2
<i>Date of First Permit Issued</i>	-	Apr 27	-	Apr 27
<i>Date of Last Permit Issued</i>	-	Apr 27	-	Apr 27

Note: Residential/Commercial Development consists of Commercial Retail Units mixed with Residential

LAND USE APPLICATIONS & APPEALS

	Q1	Q2	Q3	2022
<i>Subdivisions- Approved</i>	1	0	0	1
<i>Redesignations- Approved</i>	0	1	0	1
<i>Development & Subdivision Appeals</i>	0	0	0	0



PLANNING & DEVELOPMENT SERVICES
2022 Quarterly Development Report (Q3)
(July 1 – Sept 30)

Prepared for the Regular Council Meeting

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Certificates of Compliance

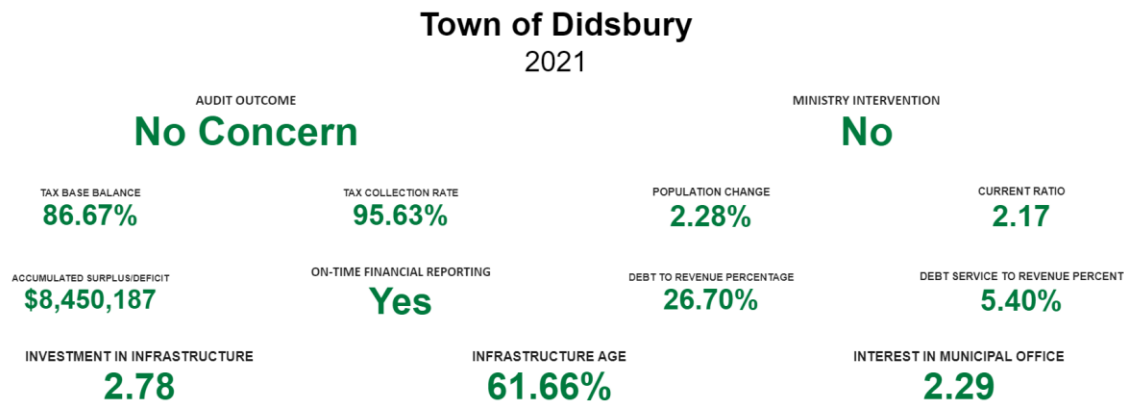
Though not fully accurate, the number of Compliance Letters issued is a reflection of real estate activity in the town as the issuing of a Compliance Letter often accompanies the selling of a property. For the most part, Compliance Letters issued by the Development Office are done so for Residential lots.

	Q1	Q2	Q3	2022
<i>Certificates of Compliance Issued</i>	25	22	23	70

Town of Didsbury 2021 Municipal Indicators Report

Beginning in 2017 Alberta Municipal Affairs began reporting on new performance measures identifying municipalities deemed to 'not face long term viability challenges based on their financial and governance indicators'. A municipality exhibits a *healthy standing* as long as it does not flag a critical indicator or three or more non-critical indicators.

Didsbury did not flag any indicators for the 2021 year.



What Each Indicator Means

Audit Outcome: Auditor must report on exceptional circumstances. Triggered when the municipal auditor has identified a going concern risk, or denial of opinion in the Town's audited financial statements.

Didsbury's Result: No concern.

Ministry Intervention: The Province may need to intervene under exceptional circumstances. Triggered when Municipal Affairs has used its legislative authority to intervene in the municipality's operations, including viability reviews, inspections, etc.

Didsbury's Result: No.

Tax Base Balance: The percentage of the total tax revenue that is collected from residential and farmland properties. Triggered when more than 95% of the municipality's tax revenue comes from residential and farmland properties. Summer villages are excluded.

Didsbury's Result: 86.67%

Tax Collection Rate: The percentage of property taxes collected. Triggered when a municipality collects less than 90% of the property taxes it levies in the reporting year.

Didsbury's Result: 95.63%

Population Change: The percentage of population change in the municipality over a ten-year period. Triggered when a municipality's population declines by 20% Improvement districts and summer villages are excluded.

Didsbury's Result: 2.28%

Current Ratio: The ratio of current assets to current liabilities. Triggered when the result is less than 1. A result of N/A indicates that the municipality has other long term investments which, together with current assets, more than meet its current liabilities.

Didsbury's Result: 2.17

Accumulated Surplus/Deficit: The total assets minus liabilities of the municipality excluding capital assets and related debt. Triggered when a municipality is in a deficit (-) position for the reporting year. Municipalities in a deficit position are required to recover the shortfall in the following year.

Didsbury's Result: \$8,450,187

On-Time Financial Reporting: Municipalities are required to submit year-end audited financial statements and financial information returns to Municipal Affairs by May 8th of the reporting year. Triggered if the municipality filed after May 8th.

Didsbury's Result: Yes

Debt to Revenue Percentage: Total borrowings as a percentage of total revenue. Triggered when a municipality's debt is greater than 120% of its total revenue.

Didsbury's Result: 26.7%

Debt Service to Revenue Percentage: Annual principal and interest payments as a percentage of total revenue. Triggered when principle and interest payments on borrowings is greater than 20% of the municipality's total revenue.

Didsbury's Result: 5.40%

Investment in Infrastructure: The ratio of new investment in capital assets compared to the depreciation (or amortization) of existing assets over a five year period. Triggered if a municipality's capital spending is less than the depreciation of its assets, indicated by a result less than 1.

Didsbury's Result: 2.78














Infrastructure Age: The depreciated (amortized) value of tangible capital assets as a percentage of original cost. Triggered when the net book value of the tangible capital assets is less than 40% of the original cost.

Didsbury's Result: 61.66%

Interest in Municipal Office: Elections votes are only held if there are more candidates than positions. Triggered when no vote is held because all councilors are acclaimed. A result of N/A indicates that no election or by-election occurred within the reporting year.

Didsbury's Result: 2.29

Comparison of Indicators 2017 – 2021

Indicator		2017	2018	2019	2020	2021
Audit Outcome		No Concern	No Concern	No Concern	No Concern	No Concern
Ministry Intervention		No	No	No	No	No
Tax Base Balance		90.03%	90.43%	90.48%	90.84%	86.67%
Tax Collection Rate		94.23%	95.88%	95.98%	95.08%	95.63%
Population Change		14.55%	14.55%	14.55%	14.55%	2.28%
Current Ratio		1.69%	1.89	2.32	2.02	2.17
Accumulated Suplus/Deficit		\$ 4,572,676	\$ 5,618,759	\$ 6,924,152	\$ 7,491,389	\$ 8,450,187
On-Time Financial Reporting		Yes	Yes	Yes	Yes	Yes
Debt to Revenue %		50.22%	44.90%	37.23%	32.93%	26.70%
Debt Service to Revenue %		8.09%	6.48%	6.30%	5.20%	5.40%
Investment in Infrastructure		5.16	5.24	4.96	4.60	2.78
Infrastructure Age		65.31%	64.72%	63.43%	62.89%	61.66%
Interest in Municipal Office		3.14	N/A	N/A	N/A	2.29

At the April 12, 2022 RCM, Council requested Administration prepare a report regarding Didsbury Fire Department's response to medical calls when ambulance is not available, along with the associated costs for responding. Below is a summary of information for the years 2020-2022.

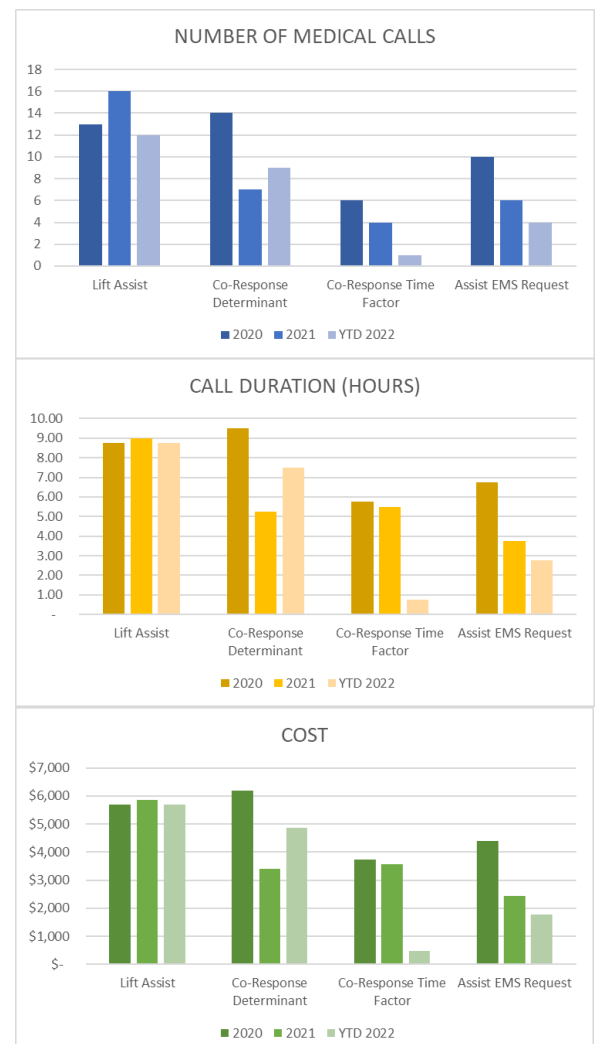
Lift Assist - EMS requests Fire to help load/package the patient. This could be due to size of the patient or where they might be located (i.e. between toilet and wall).

Co-Response Determinant - Fire is dispatched automatically, regardless of where AHS is coming from. These are the more serious, imminently life threatening calls. For example, cardiac or respiratory arrests.

Co-Response Time Factor - Fire is dispatched as a first response due to AHS having a greater than 15 min response time. These calls are also based on the call determinants (type & severity) of the call, so we don't respond to all calls where the ambulance has to travel greater than 15 minutes. These would be the calls where the ambulance is not available and the fire department is called as back up.

Assist EMS Request - Fire is dispatched at the request of the AHS crew. It could be because they are on scene and have determined they need the extra hands/help clinically, or they see something in their call details that will trigger them to get us responding; either as a first response or as a co-response.

MEDICAL RESPONSE CALLS by DIDSBURY FIRE DEPARTMENT			
For the YEARS 2020, 2021 and 2022 YTD			
	2020	2021	YTD 2022
TOTAL CALLS	233	246	175
MEDICAL CALL OUTS	43	33	26
% of Calls that are MEDICAL	18%	13%	15%
	2020	2021	YTD 2022
Number of CALLS			
Lift Assist	13	16	12
Co-Response Determinant	14	7	9
Co-Response Time Factor	6	4	1
Assist EMS Request	10	6	4
TOTAL # CALLS	43	33	26
	2020	2021	YTD 2022
Total Call Duration (HOURS)			
Lift Assist	8.75	9.00	8.75
Co-Response Determinant	9.50	5.25	7.50
Co-Response Time Factor	5.75	5.50	0.75
Assist EMS Request	6.75	3.75	2.75
TOTAL HOURS	30.75	23.50	19.75
	2020	2021	YTD 2022
Total COST*			
Lift Assist	\$ 5,688	\$ 5,850	\$ 5,688
Co-Response Determinant	\$ 6,175	\$ 3,413	\$ 4,875
Co-Response Time Factor	\$ 3,738	\$ 3,575	\$ 488
Assist EMS Request	\$ 4,388	\$ 2,438	\$ 1,788
TOTAL HOURS	\$ 19,988	\$ 15,275	\$ 12,838
* value based on AB Transportation Emergency Vehicle Charge Out Rate			





REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

COUNCIL MEETING DATE	October 11, 2022
SUBJECT	Council Reports
ORIGINATING DEPARTMENT	Legislative Services

BACKGROUND/PROPOSAL:

Council Members will give a verbal and/or written report on any business or committee activity in which they have participated.

Please find attached:

- Mayor Hunter: Police Engagement Report
- Mayor Hunter: AHS Health Engagement Tour Update and Conversations about Healthcare in Alberta
- Councillor Moore: Small Communities Committee Report

ALIGNMENT WITH STRATEGIC PLAN

An Informed & Engaged Community

RECOMMENDATION

That Council move to accept the Council Reports for October 11, 2022 as information.

Alberta Provincial Police Service – Engagement with Minister of Justice and Solicitor General

Date and time: Wednesday, September 28 from 10 to 11 a.m.

Location: McDougall Centre, Calgary

Submitted by Mayor Hunter

Meeting Participants: Minister Shandro, Minister McIver, Dennis Cooley - JSG Deputy Minister, Darren Balaik - Special Advisor to JSG, Doug Morgan – Executive Director of APPS Transition Secretariat, Government of Alberta; Shannon Laprise, Wheatland County Councillor

Report and Preamble:

At their Spring 2022 conventions of both the Rural Municipalities of Alberta (RMA) and Alberta Municipalities (AM), Minister Shandro committed to having further discussions with municipal leaders on the topic of the provincial government's exploration of a made-in-Alberta provincial police service. Since making that commitment, Minister Shandro had met with well over a hundred municipalities as well as the Board of Directors of both RMA and AM. A new website was launched www.futureofabpolicing.ca to provide Albertans with further information on the topic of provincial policing. On August 16, 2022, the ministry released a provincial police deployment model to the public that would see an Alberta police service greatly increase the number of frontline police officers serving rural and smaller detachments. That link can be viewed at <https://www.alberta.ca/release.cfm?xID=8441787ED317B-026D-6A3C-A617AA3F3CB5A842>

Minister Shandro committed to continuing the discussion and offered additional engagement Project Principal / Executive Director, Alberta Provincial Police Service Transition Secretariat at Government of Alberta opportunities for municipal leaders throughout the month of September. During this time, the Ministry of Justice and Solicitor General has facilitated in-person engagement meetings for municipal leaders. Each meeting was an opportunity for open dialogue between municipal leaders and Minister Shandro on the topic of provincial policing and any other justice and public safety topics important to municipal leaders.

Minister Shandro opened the meeting with a very brief overview of the purpose of the meeting: He was hosting the meetings in response to the overwhelming feedback from municipalities, AbMunis, and RMA that there had been insufficient/absent engagement and consultation opportunities regarding the introduction of and conversation about an Alberta Provincial Police Service. These meetings were to address that concern. As September 28 and 29 were the last two days of the engagement meetings, fewer elected officials had signed up for the meetings; thus, Councillor Labrise and I were the only two participating in this meeting. We had the floor for 50 minutes to provide our comments and ask questions.

Minister Shandro indicated that the transition to an APPS was not a new idea; this conversation had been going on for over 20 years. There has been ongoing criticism of the Provincial Police Service Agreement (PPSA) for years, as well. ALERT and PROS were cited as examples of an area of improvement that APPS could address with real-time integration and real-time sharing in policing issues.

In response to the loss of the federal MPSA subsidies, it was stated that, while the subsidy would be lost, policing certainty would be gained. The province and municipalities would have control over budgets and greater input into them.

The province intends to put together a working group of stakeholders that would be in place during the transition to an APPS and would have a specific oversight and input into the logistics and process of the transition. There was not much expansion/added details on the discussion about scope of the working group.

Minister Shandro indicated an APPS would address enhancing rural/remote policing with satellite posts/offices. Focus would also be on prevention, intervention, education.

I refer Council to review/read the attachment “Exploring an Alberta Police Service” – Why, How, Recruitment, Governance, Cost, Benefits, and all the supplementary documents that accompany the package.

There were no responses or information outside of what the document includes. No additional information was forthcoming as the responses were sticking to the narrative that is outlined and detailed in the document.

It is clear that this Ministry of Justice/Solicitor General is moving towards the transition to an Alberta Provincial Police Service and that the RCMP will be present in Alberta to cover and respond to federal jurisdiction mandates.

- RCMP exit
- America

why

RECONSIDERING CONTRACT POLICING [1 OF 2]



Exploring an Alberta Police Service

Alberta

RCMP contract policing is being reconsidered across Canada

Alberta is at the halfway point in its current contract for RCMP provincial policing and is just one of several jurisdictions examining the RCMP's role with contract policing.

IN 2019, THE FEDERAL GOVERNMENT CONFIRMED THAT THERE ARE SYSTEMIC SUSTAINABILITY CHALLENGES FACING THE RCMP WHICH INCLUDE:

- Demand for officers is outstripped by the RCMP's capacity to recruit and train.
- Federal policing responsibilities have been eroded by trying to meet contract demands.
- Contract policing is getting more and more expensive for the federal government.
- Growing dissatisfaction with contract jurisdictions relating to RCMP costs, coverage and public safety.

In 2021, the House of Commons released a report which found that the RCMP has difficulty providing community and federal policing services, with a recommendation that the RCMP remove itself from contract policing.

THE FEDERAL GOVERNMENT HAS ALSO ACKNOWLEDGED THAT THERE IS GROWING CONCERN FROM PROVINCES, TERRITORIES AND MUNICIPALITIES WITH:

- The rising cost of RCMP policing, particularly in relation to unionization.
- The shift in federal policing responsibilities due to diminishing resources.
- Reduced value-for-money for RCMP contract policing services.
- A one-size-fits-all national policing model that does not meet the needs of rural communities.
- Low levels of control and accountability over local policing.
- RCMP officer vacancies and the resultant impact on community safety.

New Brunswick, Nova Scotia and Saskatchewan have all announced plans to consider provincial policing, with a British Columbian all-party committee also recommending they replace the RCMP with a provincial police service.

Municipally, Surrey, BC, is currently in the process of transitioning from the RCMP to their own municipal service, with several municipalities in the Maritimes considering the same.

Alberta cannot afford to sit on the sidelines as this conversation unfolds.



Exploring an Alberta Police Service

Challenges facing the current model

- **Limited civilian oversight and governance.** The RCMP is governed by federal legislation. Alberta has limited influence over changes.
- **Recruitment and staffing, particularly in rural areas.** Decisions about recruiting, staffing, and transfers are all done at a national level. The needs of any individual province or municipality are therefore not top priority.
- **Lack of Alberta-specific training.** An Alberta Police Service would address this concern by tailoring training specific to the many unique regions that make up Alberta.
- **Shared resources.** The RCMP currently uses a national forensic laboratory system, with evidence for less-serious offenses, such as property crime, rarely being processed. A provincial service would allow more evidence to be processed in a timely manner helping police investigations and court processes.
- **Little control over budgeting and costs.** The federal government recently signed a multi-year collective agreement that resulted in retroactive costs that have put pressure on municipalities. An Alberta Police Service would allow Albertans a greater say in these decisions.

Current provincial involvement

While the provincial government has some say in policing priorities, they are restricted by federal laws that prohibit provincial authorities from having any meaningful say on the RCMP's management and administration.

Day-to-day operations and how the RCMP operates are entirely up to the RCMP's discretion.

THE INTRODUCTION SECTION TO THE CURRENT PROVINCIAL POLICE SERVICE AGREEMENT (PPSA) STATES THAT:

"the RCMP is a federal entity and matters relating to the control, management and administration of the RCMP are within exclusive federal jurisdiction."

What this means is that there are clear limits on how much oversight Alberta has over how the RCMP operates in its contract role. While the provincial government can give advice or recommendations, it lacks any true authority similar to civilian oversight bodies found in other municipal or provincial police services.

How

HOW WOULD A TRANSITION HAPPEN?



Exploring an Alberta Police Service



How would a transition happen?

All that is required to initiate a transition is for either the provincial government or federal government to give written notice to the other party.

FROM THERE, THE TRANSITION WOULD CONSIST OF:

- RCMP would continue its provincial policing role for a minimum of 2 years. The Alberta Police Service would be established and preparations would begin.
- After 2 years, there would be a gradual handover of detachments from the RCMP to the Alberta Police Service.
- Once a transition is complete, the Alberta Police Service would be responsible for provincial policing and the RCMP would still be in Alberta, focusing on federal policing. Just like in Ontario and Quebec.

DID YOU KNOW?

Article 3.0 of the PPSA states that both Alberta and the federal government agree to cooperate and assist each other to affect an orderly transition of service from the RCMP to a provincial police service.

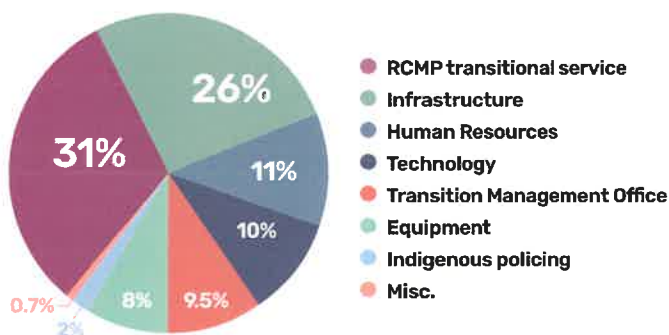
DID YOU KNOW?

As per the PPSA, Alberta has already paid 70% of the cost of RCMP infrastructure and assets. These resources would be transferred over after the provincial government pays the remaining 30%; with this cost being accounted for in the PricewaterhouseCoopers report.

What makes up a transition?

PricewaterhouseCoopers, in a report commissioned by the government of Alberta, estimated that the one-time transition cost would be approximately \$371 million.

THIS COST WOULD BE SPREAD OUT OVER 5-6 YEARS AND CONSISTS OF THE FOLLOWING CATEGORIES:



RCMP transitional service Constitutes the overlap between the Alberta police service and the RCMP contract policing service as the actual transition takes place.

Infrastructure Includes the cost of acquiring facilities from the RCMP and payment of the outstanding balance to the federal government.

Human resources This includes recruitment related costs, employee compensation, training and costs to complete transfer of pension and benefits for members transferring directly from the RCMP to the new provincial service.

Technology Consists of developing and configuring systems, data migration and assessment, end user training and support for major systems.

Transition Management Office Human resources and corporate support for a project management team that would exist for the duration of the transition period.

Equipment Includes estimated cost to acquire existing RCMP equipment inventory, such as firearms, investigational equipment and fleet vehicles.

Indigenous policing Stakeholder engagement with Indigenous communities and supporting the transition of RCMP detachments that serve Indigenous communities.

Miscellaneous All other transition costs. Includes things such as signage replacement and other branding changes.

For more information visit futureofABpolicing.ca

DID YOU KNOW?

Police training for both municipal police and the RCMP is world-class. RCMP training in Depot lasts for 26 weeks. Edmonton Police Service training is for 28 weeks and Calgary Police Service training lasts 27 weeks.



Exploring an Alberta Police Service



Recruitment

RECRUITMENT AND RETENTION

Recruitment and retention is an on-going issue for the RCMP. Despite recent significant salary increases for RCMP officers, a recent report from the union representing the RCMP found that there was a 17% decline in RCMP applications, and that the RCMP is projecting an even further decline.

"While FTE (full-time equivalent) positions are forecast to increase in future years, this does not mean the RCMP can staff them."

— National Police Federation report to the federal government

Recruiting and Retaining Police Officers

Police across Canada are facing recruitment and retention challenges. Jurisdictions like Ontario, Quebec, or those with their own municipal police can tailor and layer recruitment/retention strategies to address their specific needs.

An Alberta Police Service would be able to quickly adopt tailored recruitment approaches if a detachment needs more police officers, offer mental health and wellness supports to help front line staff and reduce staff absences, and offer better long-term, stable career options for police officers so they can live and work in communities for longer periods.

Recruiting Staff

- Existing Alberta RCMP members may choose to stay in Alberta and transfer to the new service.
- Alberta will ensure that RCMP members or civilian employees do not face any financial disadvantages from wanting to stay in Alberta and serve in an Alberta Police Service.

Many RCMP detachments across Alberta face staffing shortages due to recruitment challenges, officer absences, or personnel replacement delays when RCMP officers are transferred out.

Given that the RCMP is a national organization, its members (and their families) must be willing to relocate to anywhere within Canada, creating a greater level of uncertainty for placement compared to an Alberta Police Service.

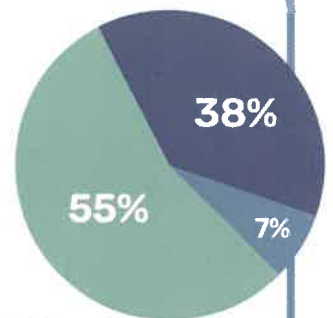
DID YOU KNOW?

Municipal police in Alberta recruit and train hundreds of police officers every year. Applicants come not just from within Alberta, but from across Canada and the world. The mix of competitive salaries, opportunities for career advancement, the Alberta way of life, and the ability to establish themselves and their families are all unique selling points for potential applicants.

DID YOU KNOW?

Surrey's police officers have been hired from 20 different police agencies across Canada, with the majority coming from the Lower Mainland

● Municipal Policing ● RCMP
● New Recruits



Surrey Police source of hires as of September 2022.

Training

Police and law enforcement training is happening throughout Alberta each day. There are a number of police training centres, law enforcement training academies, and post-secondary institutions that can all be used to train recruits and provide for ongoing professional development training.



Governance

GOVERNANCE AND CIVILIAN OVERSIGHT

Exploring an Alberta
Police Service



Modern police governance and civilian oversight that gives communities more say in how provincial policing is delivered.

An independent, diverse and representative Provincial Police Commission would be established to govern the provincial police service.

WORKING IN CONJUNCTION WITH THE PROVINCIAL GOVERNMENT AND ALBERTA POLICE SERVICE, THE COMMISSION WOULD:

- Set strategic priorities and goals for the Alberta Police Service
- Guide budget allocation
- Hire the Chief of Police and hold the Chief accountable
- Work with local commissions to link local and provincial priorities and goals
- With the Chief of Police, develop and approve of the Alberta Police Service's policies

A Provincial Police Commission would reflect Alberta's demographic make-up with dedicated positions on the commission for people from rural, Indigenous and urban communities.

Local commissions would work with local authorities to set local policing priorities. Municipalities, through these local commissions, would have input into local policing issues and hold local detachments accountable for performance, while also contributing to the larger provincial policing strategy through the provincial commission.

GOVERNANCE MODEL



DID YOU KNOW?

All police services in Alberta operate independently from government. The recent allegations of federal political interference with the RCMP's work that have come to light from the Mass Casualty Commission created to examine the April 18-19, 2020 mass casualty event in Nova Scotia highlight the importance of police operational independence.

DID YOU KNOW?

Advisory bodies, municipalities and the provincial government in RCMP contract policed jurisdictions can only provide advice and suggestions on policing priorities. In contrast, police commissions in jurisdictions with their own police have decision making authority over policing priorities, budget allocation, policies and the appointment of a police chief.

Cost

GAINING GREATER CONTROL OVER FUTURE COSTS



Exploring an Alberta Police Service

Alberta

Gaining Greater Control over Future Costs

Federal subsidy

Negotiated as part of the federal government's RCMP contract, which expires in 2032. It has been the Government of Canada's objective since the 1960's to decrease its RCMP contract policing financial liability. Going forward, the federal government is looking to reduce or eliminate this subsidy entirely.

Municipal cost

Cost paid by the 47 urban municipalities in Alberta who use the RCMP as their contracted municipal police.

Municipalities would pay the same or less for a provincial police service compared to what they pay for the RCMP.

Provincial cost

This total includes the amount that the province of Alberta pays for RCMP contract services, as well as the cost of the Sheriff Highway Patrol. Under an Alberta Police Service model, the provincial government would

cover the federal subsidy amount and Alberta would gain greater say over future provincial policing costs.

Absorbing the federal cost share would be only 0.3% in a provincial budget which was \$62 billion for the 2022/23 fiscal year. The provincial government is well positioned to make this investment in Alberta's future without having to raise taxes, or seek out other sources of revenue.

Control over Future Costs

In August 2021, without any input from Alberta, the federal government unilaterally signed a new collective agreement with the RCMP's union that increased costs for provinces and municipalities across Canada. This means that Alberta's provincial government is now having to pay \$37.4 million more this year for RCMP provincial policing. Alberta's 47 urban municipalities are also facing similar increases to their RCMP municipal policing contracts.

DID YOU KNOW?

Starting in 2020, the provincial government's new police funding model has been putting around \$286 million in new money over five years towards the RCMP in Alberta, to hire additional RCMP officers and civilian positions.

DID YOU KNOW?

Salaries and benefits make up the majority costs of running a police service. Police officer salary levels in the Alberta police service model are comparable to levels in the Edmonton and Calgary police services, who have the highest municipal police officer compensation rates in Alberta.

Benefits

BENEFITS OF A NEW MODEL



Exploring an Alberta Police Service



The Alberta Police Service

A police service with more front line officers, modern governance and civilian oversight, and better access to specialist policing services for rural and remote areas of Alberta.

UNDER A PROPOSED MODEL, THE BENEFITS OF A PROVINCIALY-RUN POLICE SERVICE WOULD INCLUDE:

- An Alberta Police Service would add 275 front line police officers to the smallest 42 detachments in Alberta.
- Increase the minimum viable detachment size to 10 officers, increasing staffing levels in 42 rural detachments.
- Increase front-line response by reducing the number of police officers deployed in headquarters and administrative roles.”
- Increased community oversight on policing decisions, accountability and how services are provided.
- Incorporate dedicated mental health nurses and social workers to assist in situations as needed.
- Better long-term, stable career options for police officers so they can live and work in communities for longer periods.
- Reduce federal jurisdictional barriers that limit the ability of municipal and provincial policing to improve forensics, data sharing, radio communications, and training.
- Training and hiring that can quickly adapt to the needs of Alberta’s communities
- Support the critical work undertaken by First Nations police services and enable the creation of additional First Nations police services.
- Provide the RCMP with the ability to concentrate on their federal policing mandate in Alberta (cybercrime, organized crime, narcotics, etc.)

For more information visit futureofABpolicing.ca

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Contract Policing

Background

The Minister of Public Safety and Emergency Preparedness is accountable for the management and the conduct of the RCMP and for the extent and quality of the services it provides, including under the 166 bilateral Police Service Agreements between the Government of Canada and provincial/territorial and municipal governments where the RCMP is employed by these jurisdictions to provide front line policing. While the Minister is not involved in the day-to-day management of the RCMP and service delivery in contract jurisdictions, the Department supports the Minister's role as contract policing program authority and provides advice on important management and administrative issues that affect the services under the contracts, have resourcing implications and relate to the relationship with contract jurisdictions.

The RCMP is also accountable to the Minister responsible for policing matters in contract jurisdictions (whereas federal policing duties are managed entirely at the federal level).

When the RCMP is acting as a provincial or territorial police force, it is the provincial/territorial Minister that sets those police services' priorities. Provincial/territorial ministers can also increase or reduce the number of RCMP officers in their forces (unless the Minister believes the reduction would go below a minimum standard.)

This shared accountability is significant as over 60% of RCMP resources (\$2.6 billion) and over 70% of RCMP officers (13,723) are assigned to contract policing in eight provinces (all but Ontario and Quebec), in the territories and in 153 municipalities. Under the contracts, the RCMP is the police

service for about 22% of Canada's population in about 75% of Canada's geographic land mass and in much of rural Canada.

Under the existing 20-year agreements (signed in 2012 and in effect to 2032), the Government of Canada pays a share of the policing costs of contract jurisdictions — provinces and territories and municipalities with populations under 15,000 now pay 70%, and municipalities with populations over 15,000 pay 90% of eligible costs.

Status

Public Safety Canada and the RCMP have confirmed that there are systemic sustainability challenges impacting the whole of the RCMP:

- The demand for contract officers outstrips the RCMP's capacity to recruit and train.
- Under-resourcing is resulting in officer health and wellness concerns.
- Federal policing responsibilities have been and are being eroded to meet contract demands.
- Since 2010, contract officers increased 17% and federal officers decreased 30%.
- Budget reductions/shortfalls have disproportionately impacted federal policing.
- The program is costly and Government of Canada is not recovering all costs related to policing in contract jurisdictions.
- The federal share is approaching \$750 million annually (from \$618 million in 2012–13).
- Various studies have found a deficit in what is cost-shared relating to, e.g., disability, civil litigation and administration.

Considerations

- Provincial responsibility for the administration of justice includes policing matters. It has been the Government of Canada's objective since the 1960's to decrease its contract policing financial liability.
- There is growing dissatisfaction from contract jurisdictions relating to, e.g., costs, officer vacancies and the resultant impact on community safety.

[Redacted]

- Surrey, B.C. — the largest contract municipality — has proposed to transition from the RCMP to an independent municipal force; others are also considering alternatives.
- The pending unionization of officers will magnify fiscal and human resource pressures.

Next Steps

A dedicated Public Safety-RCMP team is developing proposals to: [Redacted]

Date modified:

2020-12-04

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- [Committee of the Whole – Supplementary Estimates \(B\) 2021-2022 – December 7 and 8 2021](#)
- [RCMP Unionization and Implementation of the Collective Agreement \(CPB\)](#)

RCMP Unionization and Implementation of the Collective Agreement (CPB)

Issue

Costs to Provincial, Territorial and Municipal RCMP contract policing partners resulting from the new collective agreement with the National Police Federation.

Response

- Policing represents a significant cost for all communities.
- With the new collective agreement, RCMP salaries are in-line with other police services across Canada.
- It is fair for RCMP officers and reasonable for Canadian taxpayers.
- Contract jurisdictions benefit from policing costs that are shared with the Government of Canada.
- The Police Service Agreements are clear that salary increases are costs to be shared with the contract jurisdictions.
- Officials will work with contract policing jurisdictions on timelines for payment.
- As the employer, the Government of Canada was responsible for negotiating the collective agreement with the National Police Federation.

Background

The Minister of Public Safety (PS) is accountable for the management and conduct of the RCMP and for the extent and quality of the services it provides, including under the 166 Police Service Agreements (PSAs or contracts) between the Government of Canada (GC) and provincial, territorial and municipal (P/T/M) governments where the RCMP provides front-line policing services.

The cost to provide and maintain contract policing — including salaries and equipment — is cost-shared with contract jurisdictions. For P/T/Ms with less than 15,000 population, the ratio is 70 (provincial) / 30 (federal). For municipalities over 15,000 population, the ratio is 90:10.

Non-contract provinces (Ontario and Quebec) and municipalities (e.g., Toronto, Calgary, Regina, Fredericton) pay 100% of the costs of front-line policing.

Collective agreement with the National Police Federation (NPF)

Following a 2015 Supreme Court of Canada (SCC) decision that provided the RCMP with collective bargaining rights for the first time in its 150-year history, the GC committed to establish a modern labour relations regime for the RCMP. On June 19, 2017, Bill C-7, *An Act to amend the Public Service Labour Relations Act, the Public Service Labour Relations and Employment Board Act and other Acts and to provide for certain other measures* received Royal Assent. Bill C-7 created a new labour relations regime applicable to RCMP Regular Members (RMs) (below Inspector rank) and Reservists in response to the 2015 SCC decision in *Mounted Police Association of Ontario v. Canada (Attorney General)*. This SCC decision also confirmed Treasury Board as the employer of the RCMP.

The legislation took into account the specific circumstances of the RCMP as Canada's national police force and provided RMs and Reservists with the ability to pursue their interest through collective bargaining. In accordance with the SCC decision, the legislation also provided them with a choice in the selection of workplace goals and representation, and a sufficient degree of independence from management to ensure that a representative association's activities would be aligned with those of its members.

The NPF was confirmed as the certified bargaining agent and served notice to bargain to the Treasury Board Secretariat (TBS) on July 15, 2019. An agreement in principle was reached with the NPF to establish a first collective agreement for close to 20,000 RCMP RMs and reservists on June 10, 2021, and the collective agreement was signed and came into effect upon signature on August 6, 2021. It is valid to March 31, 2023.

Collective agreement negotiations are confidential to ensure that the outcome is fair for both sides.

Financial implications

As part of this new collective agreement, the salaries for regular members and reservists represented by the NPF will increase by just under 24% (the maximum pay for a Constable will move from \$86,110 (April 1, 2016) to \$106,576 (on April 1, 2022), a 23.77% increase. RCMP salaries are now in-line with other police services across Canada. For example, the salary increase and retroactive payments will establish parity with the Ontario Provincial Police — the best comparator — by April 1, 2022. As RCMP regular members and reservists have been keeping communities safe without any raise in pay since April 1, 2017, the collective agreement pays retroactive salary costs for policing services that have already been provided.

Under the Police Service Agreements, P/T/Ms are required to pay their share of the impact of the collective agreement for the 13,760 RCMP members that work in the contract policing program.

In fiscal year 2021–22, the negotiated agreement cost is approximately \$1.4B — this incorporates retroactive pay increases dating back to April 1, 2017, with ongoing costs projected to be \$624M. P/T/M's share is estimated at between \$729-752M and \$319-330M ongoing.

In 2021–22, the RCMP will access funding for the full retroactive cost of the collective agreement. As contract partners begin to pay for retroactive costs in 2022–23, those revenues will be deposited to the consolidated revenue fund. Ongoing costs will generate revenue from contract partners and will be treated as re-spendable revenue, consistent with existing practices within the Contract Policing Special Purpose Allotment. To note, the RCMP's funding strategy will allow for timely payments to members that is not contingent on the timing of revenue from contract partners.

Prospective salary rate changes were implemented on October 6, 2021, in advance of the 90 days from signature of the collective agreement required by the negotiated settlement. These will be reflected in the normal billing cycle. For planning purposes, Canada will provide an estimate of the retroactive payment to each of the contract partners by end of November 2021.

The collective agreement also included improvements to other compensation elements, such as the Field Trainer Allowance, which increased from 2.5% to 3.5%. Regular members who provide field coaching to new members are eligible to receive the Field Trainer Allowance of 3.5% of the maximum Constable rate of pay. Entitlement is limited to one allowance at a time.

Given the complexity of the calculation of the retroactive payments, the exact amounts will not be known until the final payments have been processed at the end of the fiscal year. Estimates for contract partners will be provided in writing and will be based on a set of assumptions. The collective agreement includes a Memorandum of Agreement that, in part, states that the "Employer will make its best effort to implement the retroactive amounts payable to Members of the bargaining unit who were active on the date of signing of the collective agreement within two hundred and seventy (270) days after the signature of the collective agreement." The RCMP is on-track to have the retroactive pay paid in February and March 2022.

P/T/M engagement

Collective agreement negotiations are confidential to ensure that the outcome is fair for both sides. That said, since 2018, contract policing partners have been engaged by TBS and PS through the Contract Management Committee (CMC) — an ADM-level committee established under the PSAs that meets regularly to discuss new and emerging issues that could impact the cost, governance, nature and quality of policing services provided by the RCMP. CMC was provided as much information as possible within the confines of negotiations confidence, for example, information about the government's initial proposal including the monetary offer (market adjustment from the date of certification and economic increase for 2020–21 and 2021–22). CMC was informed the strategy was to leave room to negotiate larger retroactive/economic increases to protect Commissioner's authorities and management rights. Contracting jurisdictions were well aware that RCMP RMs and reservists had not had a pay increase since 2016 (their salary had been frozen for five years), that is, to expect retroactive increases. At TBS's request, a representative team of CMC

members (from NB, NWT, AB, and BC) was established to serve as the point through which TBS provided ongoing updates to the broader group. Additionally, in December 2019, at a special meeting, F/P/T Deputy Ministers discussed the quantum between RCMP and comparator police services' pay and the negotiations strategy.

The Federation of Canadian Municipalities (FCM) was not consulted; however, CMC includes participation of municipal representatives (e.g. the Union of British Columbia Municipalities and Mayors, Councilors and Chief Administration Officers from P/Ts that can communicate the outcomes of CMC meetings with municipal colleagues through P/T/M fora).

Despite these consultative efforts during the collective bargaining period, P/T/M contract partners became vocal in the lead up to the ratification and final signing of the collective agreement, stating through media interviews and written correspondence to the Minister of Public Safety that they were not adequately consulted throughout the negotiation process.

Many municipalities are bound by balanced budget laws; therefore, for these jurisdictions, the costs of contract policing likely require a local tax increase to avoid producing a deficit.

The Government could offer flexibility in the timing for repayment of amounts owing by P/T/Ms.

Date modified:

2022-05-05

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- [Committee of the Whole – Supplementary Estimates \(B\) 2021-2022 – December 7 and 8 2021](#)
- [RCMP Unionization and Implementation of the Collective Agreement \(CPB\)](#)

RCMP Unionization and Implementation of the Collective Agreement (CPB)

Issue

Costs to Provincial, Territorial and Municipal RCMP contract policing partners resulting from the new collective agreement with the National Police Federation.

Response

- Policing represents a significant cost for all communities.
- With the new collective agreement, RCMP salaries are in-line with other police services across Canada.
- It is fair for RCMP officers and reasonable for Canadian taxpayers.
- Contract jurisdictions benefit from policing costs that are shared with the Government of Canada.
- The Police Service Agreements are clear that salary increases are costs to be shared with the contract jurisdictions.
- Officials will work with contract policing jurisdictions on timelines for payment.
- As the employer, the Government of Canada was responsible for negotiating the collective agreement with the National Police Federation.

Background

The Minister of Public Safety (PS) is accountable for the management and conduct of the RCMP and for the extent and quality of the services it provides, including under the 166 Police Service Agreements (PSAs or contracts) between the Government of Canada (GC) and provincial, territorial and municipal (P/T/M) governments where the RCMP provides front-line policing services.

The cost to provide and maintain contract policing — including salaries and equipment — is cost-shared with contract jurisdictions. For P/T/Ms with less than 15,000 population, the ratio is 70 (provincial) / 30 (federal). For municipalities over 15,000 population, the ratio is 90:10.

Non-contract provinces (Ontario and Quebec) and municipalities (e.g., Toronto, Calgary, Regina, Fredericton) pay 100% of the costs of front-line policing.

Collective agreement with the National Police Federation (NPF)

Following a 2015 Supreme Court of Canada (SCC) decision that provided the RCMP with collective bargaining rights for the first time in its 150-year history, the GC committed to establish a modern labour relations regime for the RCMP. On June 19, 2017, Bill C-7, *An Act to amend the Public Service Labour Relations Act, the Public Service Labour Relations and Employment Board Act and other Acts and to provide for certain other measures* received Royal Assent. Bill C-7 created a new labour relations regime applicable to RCMP Regular Members (RMs) (below Inspector rank) and Reservists in response to the 2015 SCC decision in *Mounted Police Association of Ontario v. Canada (Attorney General)*. This SCC decision also confirmed Treasury Board as the employer of the RCMP.

The legislation took into account the specific circumstances of the RCMP as Canada's national police force and provided RMs and Reservists with the ability to pursue their interest through collective bargaining. In accordance with the SCC decision, the legislation also provided them with a choice in the selection of workplace goals and representation, and a sufficient degree of independence from management to ensure that a representative association's activities would be aligned with those of its members.

The NPF was confirmed as the certified bargaining agent and served notice to bargain to the Treasury Board Secretariat (TBS) on July 15, 2019. An agreement in principle was reached with the NPF to establish a first collective agreement for close to 20,000 RCMP RMs and reservists on June 10, 2021, and the collective agreement was signed and came into effect upon signature on August 6, 2021. It is valid to March 31, 2023.

Collective agreement negotiations are confidential to ensure that the outcome is fair for both sides.

Financial implications

As part of this new collective agreement, the salaries for regular members and reservists represented by the NPF will increase by just under 24% (the maximum pay for a Constable will move from \$86,110 (April 1, 2016) to \$106,576 (on April 1, 2022), a 23.77% increase. RCMP salaries are now in-line with other police services across Canada. For example, the salary increase and retroactive payments will establish parity with the Ontario Provincial Police — the best comparator — by April 1, 2022. As RCMP regular members and reservists have been keeping communities safe without any raise in pay since April 1, 2017, the collective agreement pays retroactive salary costs for policing services that have already been provided.

Under the Police Service Agreements, P/T/Ms are required to pay their share of the impact of the collective agreement for the 13,760 RCMP members that work in the contract policing program.

In fiscal year 2021–22, the negotiated agreement cost is approximately \$1.4B — this incorporates retroactive pay increases dating back to April 1, 2017, with ongoing costs projected to be \$624M. P/T/M's share is estimated at between \$729-752M and \$319-330M ongoing.

In 2021–22, the RCMP will access funding for the full retroactive cost of the collective agreement. As contract partners begin to pay for retroactive costs in 2022–23, those revenues will be deposited to the consolidated revenue fund. Ongoing costs will generate revenue from contract partners and will be treated as re-spendable revenue, consistent with existing practices within the Contract Policing Special Purpose Allotment. To note, the RCMP's funding strategy will allow for timely payments to members that is not contingent on the timing of revenue from contract partners.

Prospective salary rate changes were implemented on October 6, 2021, in advance of the 90 days from signature of the collective agreement required by the negotiated settlement. These will be reflected in the normal billing cycle. For planning purposes, Canada will provide an estimate of the retroactive payment to each of the contract partners by end of November 2021.

The collective agreement also included improvements to other compensation elements, such as the Field Trainer Allowance, which increased from 2.5% to 3.5%. Regular members who provide field coaching to new members are eligible to receive the Field Trainer Allowance of 3.5% of the maximum Constable rate of pay. Entitlement is limited to one allowance at a time.

Given the complexity of the calculation of the retroactive payments, the exact amounts will not be known until the final payments have been processed at the end of the fiscal year. Estimates for contract partners will be provided in writing and will be based on a set of assumptions. The collective agreement includes a Memorandum of Agreement that, in part, states that the "Employer will make its best effort to implement the retroactive amounts payable to Members of the bargaining unit who were active on the date of signing of the collective agreement within two hundred and seventy (270) days after the signature of the collective agreement." The RCMP is on-track to have the retroactive pay paid in February and March 2022.

P/T/M engagement

Collective agreement negotiations are confidential to ensure that the outcome is fair for both sides. That said, since 2018, contract policing partners have been engaged by TBS and PS through the Contract Management Committee (CMC) — an ADM-level committee established under the PSAs that meets regularly to discuss new and emerging issues that could impact the cost, governance, nature and quality of policing services provided by the RCMP. CMC was provided as much information as possible within the confines of negotiations confidence, for example, information about the government's initial proposal including the monetary offer (market adjustment from the date of certification and economic increase for 2020–21 and 2021–22). CMC was informed the strategy was to leave room to negotiate larger retroactive/economic increases to protect Commissioner's authorities and management rights. Contracting jurisdictions were well aware that RCMP RMs and reservists had not had a pay increase since 2016 (their salary had been frozen for five years), that is, to expect retroactive increases. At TBS's request, a representative team of CMC

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Despite these consultative efforts during the collective bargaining period, P/T/M contract partners became vocal in the lead up to the ratification and final signing of the collective agreement, stating through media interviews and written correspondence to the Minister of Public Safety that they were not adequately consulted throughout the negotiation process.

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Date modified:

2022-05-05



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Question Period Note: Contract Policing Agreements

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About

Reference number:

PS-2021-2-QP-MPS-0029

Date received:

Nov 10, 2021

Organization:

Public Safety Canada

Name of Minister:

Mendicino, Marco (Hon.)

Title of Minister:

Minister of Public Safety

Issue/Question:

Some jurisdictions that currently contract their policing services from the Royal Canadian Mounted Police are considering alternative policing models, including the establishment of independent police services.

Suggested Response:

- The administration of justice, including policing, is the responsibility of provinces and territories.
- Currently, eight provinces, all three territories, and over 150 municipalities have chosen to contract their policing services from the Royal Canadian Mounted Police, which is cost shared with the federal government. Ontario and Quebec have their own police services.
- Provinces, territories and municipalities are best placed to choose the policing services that meet the needs of their communities. The current Police Services Agreements between the RCMP and provinces, territories and municipalities expire in 2032.
- The Government supports the choice of provinces, territories and municipalities regarding how best to provide policing services for their communities, and will work with jurisdictions that elect to establish their own police services to ensure an effective and efficient transition, while protecting public and officer safety.

Background:

The administration of justice, including policing, is the responsibility of provinces and territories. While provinces have enacted statutes to govern policing in their jurisdictions, eight of ten provinces, all three territories, and over 150 municipalities have contracted the Royal Canadian Mounted Police to deliver policing services in their jurisdictions. These contracts are called Police Service Agreements, and are cost shared with the federal

government in ratios of 70/30 with provinces and municipalities with populations below 15,000, and 90/10 with municipalities with populations above 15,000. The 20-year provincial/territorial and municipal Police Service Agreements — which were renewed in 2012 — are set to expire in 2032. These Agreements may be terminated on March 31 in any year by either party giving the other party notice not less than 24 months prior to the date of the intended termination. The Agreements bind the parties to work together to effect an orderly transition should the province, territory or municipality choose to terminate the Agreement in favor of another police service.

Several provinces (Alberta, Saskatchewan, New Brunswick, Nova Scotia) and municipalities

(Union of New Brunswick municipalities) that currently contract RCMP policing services have recently expressed an interest in exploring alternative policing models, including the establishment of their own provincial and municipal policing services. The municipality of Surrey, British Columbia, is the only jurisdiction that is currently in the process of transitioning from the RCMP to an independent police service.

There are a number of factors triggering these reviews, including: the rising cost of RCMP services stemming from the recent negotiation of the first collective agreement for RCMP regular members; a desire for greater local control, transparency and accountability over policing; and, in specific jurisdictions, a push for more autonomy from Ottawa.

Alberta recently commissioned a report that examined the costs of transitioning and operating an independent police service and the model of policing that could be deployed. Highlights include:

- transition would take six years and cost approximately \$366M;

- an independent model would cost less overall to operate (\$735M to \$759M annually) than the current model (approximately \$783M). However, with the loss of the federal cost-share (approximately \$170-\$195M annually) the annual cost to the province and municipalities currently policed by the RCMP would increase; and,
- implementing a new policing model would provide an opportunity to address key challenges under the existing model, namely: increased local control over policing and associated costs, tailored and innovative approaches to public safety that meet the needs of local communities and address root causes of crime, and enhanced local accountability and oversight through local boards and commissions.

Additional Information:

None

Summary of Detachment Profiles



Regional (Urban) Hub

Range of officers: 125 – 200

Number of detachments: 3

Average number of sworn officers: 153

Community characteristics:
Larger rural communities
acting as centres in Northern,
Central, and Southern Alberta

Types of services:
Full range of operational and
strategic services



Service Hub

Range of officers: 48 – 192

Number of detachments: 20 – 30

Average number of sworn officers: 55

Community characteristics:
Medium sized, rural
communities in Alberta
likely acting as a 'centre' in
rural areas

Types of services:

- Community Policing & Field Operations
- Investigation teams
- Mental health and addictions response
- Specialist service teams



Community Detachment

Range of officers: 10 – 80

Number of detachments: 65 – 85

Average number of sworn officers: 15

Community characteristics:
Rural and Remote
Communities in Alberta,
likely smaller in size

Types of services:

- Community Policing & Field Operations
- Investigations
- Mental health and addictions response
- specialist service resources



Detachment in Indigenous Communities

Range of officers: TBD

Number of detachments: TBD

Average number of sworn officers: TBD

Community characteristics:
Indigenous Communities that
choose to contract the APPS
to provide services

Types of services:
Community Policing & Field
Operations to be determined
with input from Indigenous
Communities and Leaders

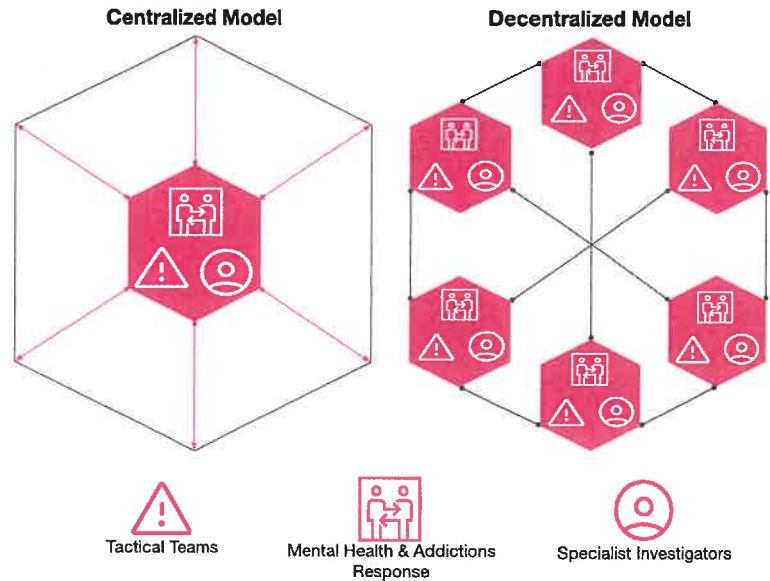
Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

Details about the detachment profiles are provided below under the heading "Detachment Profiles".

- **Decentralized resources, including specialists, away from major cities to rural and remote areas:** The hub model relies on resources being located and deployed locally as much as possible. Specialist teams, such as Tactical Teams, and major case investigators (including ALERT resources), should be dispersed and embedded throughout the deployment model. This is a significant shift from traditional deployment models that typically deploy specialist teams and services out of major metropolitan areas. By decentralizing these resources and services access to those services is increased and the time required to deliver specialist services is decreased substantially. Additionally, smaller detachments who might not be able to recruit and retain highly trained specialists in a traditional deployment model will have more access to highly trained and specialized resources in their communities.

Decentralized: Resources, teams and units are dispersed and embedded in detachments locally throughout the province

Centralized: Specialist teams and services are deployed out of major metropolitan areas and must travel to local communities to provide service



- Prioritizing the ability to coordinate and share resources to improve service coverage, increase flexibility to adapt to short term changes in demand and to maintain consistent service levels and outcomes:** The deployment model provides layers of service support in a networked service delivery model between the different detachment profiles. Detachments in the deployment model are built to collaborate and share resources and provide support dynamically. This coordinated and networked approach to sharing resources allows for more fulsome service coverage, particularly for smaller detachments with fewer resources. It reduces the risk of gaps in community policing services when there is higher than usual demand for services or serious incidents requiring larger deployments. Smaller rural detachments in the current model are likely to be without police service coverage due to the limited resources available in rural and remote communities.

Ultimately, the deployment model is a practical way of delivering services, including specialized services, regardless of a community's size or location. This model is grounded in the principle that all resources should be shared, decentralized, and deployed based on need while recognizing that some detachments will be more capable of recruiting and delivering specialized services because of access to capabilities, a greater ability to recruit qualified professionals, and presence of (or proximity to) enabling infrastructure and partnerships (e.g., municipal police services or Health Care facilities).

Detachment Profiles

The interaction between the different detachment profiles is based on the simple concept that each detachment profile plays an important but distinct role in the overall deployment model. Each profile provides a layer of service and support for both the public and within the network of service delivery. The graphic to the right provides a high level overview of the role of each detachment profile at a glance. Detailed descriptions of each detachment profile are provided below.

Community Detachments



Community detachments, which will be primarily located in Alberta's rural and remote communities, will be the backbone of a future provincial police service deployment model. Most of the communities across the province will receive services from Community Detachments that will predominantly serve municipalities in rural, northern, and remote areas of the province. Community Detachments will offer services tailored to the community and will be supported by Service Hubs to enhance access to specialized services that are traditionally delivered by larger urban communities in the

December 16, 2021

Office of the
Prime MinisterCabinet du
Premier ministre

Ottawa, Canada K1A 0A2

Dear Minister Mendicino:

Thank you for agreeing to serve Canadians as Minister of Public Safety.

From the beginning of this pandemic, Canadians have faced a once-in-a-century challenge. And through it all, from coast to coast to coast, people have met the moment. When it mattered most, Canadians adapted, helped one another, and stayed true to our values of compassion, courage and determination. That is what has defined our path through this pandemic so far. And that is what will pave our way forward.

During a difficult time, Canadians made a democratic choice. They entrusted us to finish the fight against COVID-19 and support the recovery of a strong middle class. At the same time, they also gave us clear direction: to take bold, concrete action to build a healthier, more resilient future. That is what Canadians have asked us to do and it is exactly what our Government is ready to deliver. We will work to build that brighter future through continued collaboration, engagement, and the use of science and evidence-based decision-making. With an unwavering focus on delivering results, we will work constructively with Parliamentarians and maintain our strong partnerships with provincial, territorial and municipal governments and Indigenous partners. This decade has had an incredibly difficult start, but this is the moment to rebuild a more resilient, inclusive and stronger country for everyone.

The science is clear. Canadians have been clear. We must not only continue taking real climate action, we must also move faster and go further. As Canadians are increasingly experiencing across the country, climate change is an existential threat. Building a cleaner, greener future will require a sustained and collaborative effort from all of us. As Minister, I expect you to seek opportunities within your portfolio to support our whole-of-government effort to reduce emissions, create clean jobs and address the climate-related challenges communities are already facing.

This year, Canadians were horrified by the discovery of unmarked graves and burial sites near former residential schools. These discoveries underscore that we must move faster on the path of reconciliation with First Nations, Inuit and Métis Peoples. We know that reconciliation cannot come without truth and our Government will continue to invest in that truth. As Ministers, each of us has a duty to further this work,

both collectively and as individuals. Consequently, I am directing every Minister to implement the United Nations Declaration on the Rights of Indigenous Peoples and to work in partnership with Indigenous Peoples to advance their rights.

We must continue to address the profound systemic inequities and disparities that remain present in the core fabric of our society, including our core institutions. To this effect, it is essential that Canadians in every region of the country see themselves reflected in our Government's priorities and our work. As Minister, I expect you to include and collaborate with various communities, and actively seek out and incorporate in your work, the diverse views of Canadians. This includes women, Indigenous Peoples, Black and racialized Canadians, newcomers, faith-based communities, persons with disabilities, LGBTQ2 Canadians, and, in both official languages.

Across our work, we remain committed to ensuring that public policies are informed and developed through an intersectional lens, including applying frameworks such as Gender-based Analysis Plus (GBA Plus) and the quality of life indicators in decision-making.

Canadians continue to rely on journalists and journalism for accurate and timely news. I expect you to maintain professional and respectful relationships with journalists to ensure that Canadians are well informed and have the information they need to keep themselves and their families safe.

Throughout the course of the pandemic, Canadians and their governments have adapted to new realities. Governments must draw on lessons learned from the pandemic to further adapt and develop more agile and effective ways to serve Canadians. To this end, I expect all Ministers to evaluate ways we can update our practices to ensure our Government continues to meet the challenges of today and tomorrow.

The success of this Parliament will require Parliamentarians, both in the House of Commons and the Senate, to work together across all parties to get big things done for Canadians. I expect you to maintain constructive relationships with your Opposition Critics and coordinate any legislation with the Leader of the Government in the House of Commons. As Minister, you are accountable to Parliament both individually, for your style of leadership and the performance of your responsibilities, and collectively, in support of our Ministry and decisions taken by Cabinet. *Open and Accountable Government* sets out these core principles and the standards of conduct expected of you and your office. I expect you to familiarize yourself with this document, which outlines my expectations for each member of the Ministry.

Our platform lays out an ambitious agenda. While finishing the fight against the pandemic must remain our central focus, we must continue building a strong middle class and work toward a better future where everyone has a real and fair chance at success and no one is left behind.

As Minister of Public Safety, you will prioritize efforts to keep cities and communities safe, notably by investing in crime prevention programming and implementing our firearms commitments. While continuing to support the important work of law enforcement, you will likewise prioritize policing reform to address systemic racism and ensure the Royal Canadian Mounted Police (RCMP) meets the needs of the communities it serves, and to ensure the RCMP continues its work to transform its culture and create a culture of accountability, equity, diversity and inclusion. You will also take action to modernize and maintain the integrity of our borders and address complex and evolving threats, including to our economy, and protect our national security interests. Furthermore, you will ensure continued compliance with accountability and review bodies.

To realize these objectives, I ask that you achieve results for Canadians by delivering the following commitments.

- Continue to work to keep our cities and communities safe from gun violence by:
 - Continuing implementation of C-71 regulations for firearms licence verification and business record-keeping;
 - Making it mandatory for owners to sell banned assault weapons back to the government for destruction or have them rendered inoperable at the government's expense;
 - Requiring the permanent alteration of long-gun magazines so that they can never hold more than five rounds;
 - Banning the sale or transfer of magazines capable of holding more than the legal number of bullets;
 - Providing financial support to provinces and territories that implement a ban on handguns across their jurisdiction;
 - Implementing the gang prevention and intervention program to provide direct funding to municipalities and Indigenous communities; and
 - Working with the Minister of Justice and Attorney General of Canada to introduce "Red flag" laws to allow the immediate removal of firearms if that person is a threat to themselves or others, particularly to their spouse or partner, and increasing maximum penalties for firearms trafficking and smuggling.

- With the support of the Minister for Women and Gender Equality and Youth, accelerate action to reform the RCMP, including by:
 - Enhancing the Management Advisory Board to create an oversight role over the RCMP;
 - Externalizing the Independent Centre for Harassment Resolution;
 - Establishing defined timelines to respond to recommendations from the Civilian Review and Complaints Commission;
 - Launching an external review of the RCMP's sanctions and disciplinary regime to determine the adequacy of existing sanctions and whether they are applied properly and consistently;
 - Prohibiting the use of neck restraints in any circumstance and the use of tear gas or rubber bullets for crowd control alongside developing national standards for the use-of-force; and
 - Conducting an external review of de-escalation training to make sure it results in the safest possible outcomes for officers and Canadians.
- Introduce legislation to create a review body for the Canada Border Services Agency, including defined timelines for responding to complaints and recommendations.
- Continue working with the Minister of Health and the Minister of Transport to protect the health and safety of Canadians through safe, responsible and compassionate management of the border with the United States and other ports of entry into Canada.
- Engage with provinces, territories and municipalities that contract RCMP services to better connect the RCMP with community social support workers.
- Continue to work with First Nations partners to co-develop a legislative framework for First Nations policing, and continuing to engage with Inuit and Métis on policing matters. You will be supported by the Minister of Indigenous Services and the Minister of Crown-Indigenous Relations.
- Conduct an assessment of contract policing in consultation with provinces, territories, municipalities, Indigenous partners and stakeholders.
- Accelerate work to establish a dedicated unit to investigate all forms of major financial crime and consider options to strengthen laws and investigative powers relating to financial crimes. Concurrently, you will work to bring forward a proposal for the establishment of the Canada Financial Crimes Agency, whose sole purpose will be to investigate these highly complex crimes. You will be supported in this

work by the Minister of Justice and Attorney General of Canada and the Deputy Prime Minister and Minister of Finance.

- Contribute to broader efforts to promote economic security and combat foreign interference by:
 - Introducing legislation to safeguard Canada's critical infrastructure, including our 5G networks to preserve the integrity and security of our telecommunications systems;
 - Expanding collaboration and information and intelligence sharing with Canadian partners and all orders of government to address security risks in foreign research and investment partnerships; and
 - Increasing resources available to the RCMP and national security agencies for this purpose.
- Work with the Minister of Innovation, Science and Industry, and in close collaboration with Canadian industry and post-secondary institutions, to support innovation ecosystems across the country to support job creation, technology adoption and scale-up. This includes safeguarding Canada's world-leading research ecosystem, as well as our intellectual property (IP) intensive businesses.
- Working with the Minister of Justice and Attorney General of Canada, Minister of National Defence and Minister of Innovation, Science and Industry, and with the support of the Minister of Foreign Affairs, continue to advance the National Cyber Security Action Plan, ensuring Canada is well positioned to adapt to and combat cyber risks, and ensure the security and integrity of Canada's critical systems.
- Continue to support the Minister of Intergovernmental Affairs, Infrastructure and Communities to support an integrated government response to protect Canada's democratic institutions, including the federal electoral process, against foreign interference and disinformation, including cyber threats, and support the Minister of National Defence to ensure that Canada is in a position to respond to rapidly evolving risks and threats in cyberspace.
- Work with the Minister of National Defence, the Minister of Foreign Affairs, and the Minister of Innovation, Science and Industry, and in collaboration with implicated ministers, to develop and implement a renewed National Cyber Security Strategy, which will articulate Canada's long-term strategy to protect our national security and economy, deter cyber threat actors, and promote norms-based international behavior in cyberspace.
- Work with the Minister of Justice and Attorney General of Canada to bring forward measures to counter the rise of ideologically-inspired violent extremism and

strengthen the capacity of Canadian police and prosecutors to bring to justice cybercriminals and terror suspects to the fullest extent of the law.

- Continue to combat systemic racism and discrimination in the criminal justice system, including across all federal departments and agencies responsible for national security and the safety of Canadians. This also includes supporting the Minister of Justice and Attorney General of Canada in their work to address systemic racism and the overrepresentation of Black and racialized Canadians and Indigenous Peoples in the justice system.
- Support the Minister of Housing and Diversity and Inclusion in the development of a National Action Plan on Combatting Hate, including by exploring potential adjustments to the Security Infrastructure Program to enhance effectiveness and to be more responsive to community needs.
- Work with the Minister Natural Resources and President of the Queen's Privy Council and Minister of Emergency Preparedness to make our communities safe and increase forest resilience to wildfire, including training 1,000 new community-based firefighters, investing in equipment and other measures to reduce risks from wildfire and supporting fire management by Indigenous communities.
- To ensure that a whole-of-government approach is taken, support the Minister of Labour in introducing legislation to eradicate forced labour from Canadian supply chains and ensure that Canadian businesses operating abroad do not contribute to human rights abuses.
- Engage with provinces and territories to enact Clare's Law so that individuals at risk of domestic violence can request information from the police, including from the RCMP, about their partner's violent history.
- Continue modernizing infrastructure and processes at Canada's ports of entry, including digital and right touch technology for travellers and conveyances, and ensuring the safety, security and integrity of our borders. This includes measures to address irregular migration and combat the trafficking of firearms and illicit drugs.
- Advance reforms to the pardons program to address systemic barriers, promote reintegration and ensure the system is fair and proportionate.
- With the support of the Minister of Mental Health and Addictions, continue advancing Canada's first-ever National Action Plan on Post-Traumatic Stress Injuries, including additional investment to support the health and well-being of first responders.
- Develop a Federal Framework to Reduce Recidivism in consultation with provinces, territories, Indigenous communities, Black communities and other stakeholders. As part of this work, consider how to ensure that federal correctional institutions are

safe and humane environments, free from violence and sexual harassment, and promote rehabilitation and public safety.

- Work with the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness, Minister of Fisheries, Oceans and the Canadian Coast Guard, Minister of Transport and Minister of Health, among other colleagues, to ensure the Government of Canada continues to be prepared to proactively mitigate and respond to emerging incidents and hazards.
- Work with the Minister of Environment and Climate Change and the President of the Queen's Privy Council for Canada and Minister of Emergency Preparedness, and with support of the Minister of Natural Resources, the Minister of Innovation, Science and Industry and the Sustainable Finance Action Council, develop a climate data strategy to ensure that the private sector and communities have access to data to inform planning and infrastructure investments.
- Work with the Minister of Intergovernmental Affairs, Infrastructure and Communities to bolster the security of ministers and Parliamentarians.

As Minister, you are also responsible for actively engaging with your Cabinet and Caucus colleagues. As we deliver on our platform commitments, it will be important that members of the Ministry continue to collaborate and work constructively to support rigorous and productive Cabinet decision-making. I expect you to support your colleagues in delivering their commitments, leveraging the expertise of your department and your own lived experiences.

To best achieve results for Canadians, Ministers must be rigorous and coordinated in our approach to implementation. I would therefore ask that you return to me with a proposed approach for the delivery of your mandate commitments, including priorities for early implementation. Furthermore, to ensure we are accountable for our work, I will be asking you to publicly report to me, and all Canadians, on your progress toward these commitments on a regular basis.

As we have been reminded throughout the pandemic, adapting to change is not only something government should do, it is something government must do. As you work to fulfil our commitments, I expect you to actively consider new ideas and issues as they emerge, whether through public engagement, your work with Parliamentarians or advice from the public service. I also expect you to work with your Deputy Minister to assess priorities on a continual basis as we build a better future for all Canadians. In addition to achieving results, you are responsible for overseeing the work of your department and ensuring the effective operation of your portfolio.

As you staff your office and implement outreach and recruitment strategies for federally appointed leadership positions and boards, I ask that you uphold the principles of equity, diversity and inclusion. This helps ensure that federal workplaces are dynamic and reflective of the Canadians we serve. You will also ensure your Minister's office and portfolio are reflective of our commitment to healthy and safe workplaces.

Canadians expect us to work hard, speak truthfully and be committed to advancing their interests and aspirations. When we make mistakes – as we all will – Canadians expect us to acknowledge them, and most importantly, to learn from them.

I know I can count on you to fulfill the important responsibilities entrusted in you, and to turn to me, and the Deputy Prime Minister, early and often to support you in your role as Minister.

Sincerely,

A handwritten signature in black ink, appearing to be 'Justin Trudeau', written in a cursive style.

Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

SYSTEMIC RACISM IN POLICING IN CANADA

Report of the Standing Committee on
Public Safety and National Security

Hon. John McKay

Chair

JUNE 2021

43rd PARLIAMENT, 2nd SESSION

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<https://www.ourcommons.ca/Content/Committee/432/SECU/Reports/RP11434998/securp06/securp06-e.pdf>

I am of the view that cultural change is highly unlikely to come from within the RCMP. It has had many years and many reports and recommendations and yet the unacceptable behaviours continue to occur. Women who supported a fresh start were of the view that they, as women, would be better accepted in a modern, federal policing organization. It is my belief the time has come for the Government of Canada to ask some hard questions about the structure and governance of federal policing.

Hon. Michel Bastarache

Summary

Given the pervasive nature of systemic racism in policing in Canada, the House of Commons Standing Committee on Public Safety and National Security (the Committee) has concluded that a transformative national effort is required to ensure that all Indigenous, Black and other racialized people in Canada are not subject to the discrimination and injustice that is inherent in the system as it exists today. The Committee held 19 meetings and heard from 53 witnesses, including those representing community organizations providing services to, or advocating on behalf of, racialized communities and Indigenous peoples; academics studying law, policing, and racism; and members and leaders of Canadian police services and police organizations. From among the diverse witnesses heard there was resounding acknowledgement of the reality of systemic racism in policing in Canada and an expressed interest in finding solutions to the urgent problems contributing to systemic racism to pave a new way forward.

The Committee heard testimony and received briefs detailing several aspects of systemic racism in policing. Witnesses described that Indigenous police services that can contribute to the self-determination and empowerment of their communities lack resources and support. Witnesses pointed to the over-representation of Indigenous and racialized people within the criminal justice system and described over-policing, practices of racial profiling and discriminatory use of force against these populations. The Committee heard that Indigenous women, girls and LGBTQ2S+ people are particularly impacted by systemic discrimination in policing, experiencing both over-policing and under-policing (i.e. a lack of police assistance) when they are the victims of criminal acts. Evidence was heard about the intersection between race and mental health and the need to provide culturally appropriate and evidence-based crisis intervention programs to meet the needs of persons in crisis.

The Committee was told that accountability, oversight and transparency are critical to restore trust with Indigenous and racialized communities subject to systemic racism. Witnesses also emphasized the need for the collection of disaggregated race-based data to provide Canadians with an accurate picture of the impact of police practices and policies on Indigenous and racialized people. Changes to the structure and governance of the Royal Canadian Mounted Police (RCMP), Canada's national police service, were recommended by witnesses to promote modernization, professionalization and civilianization. The Committee heard concerns about the lack of diversity and representativeness of some Canadian police services and what the Hon. Justice Michel Bastarache described as a "toxic" culture within the RCMP.

To address the urgent problems identified by witnesses the Committee has provided 42 recommendations aimed at fundamentally reforming Canadian policing to ensure that all Canadians can access police services free from racism and other forms of discrimination.

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Recommendation 10

That the Government of Canada explore the possibility of ending contract policing within the Royal Canadian Mounted Police and that the Government work with the provinces, territories and municipalities to help those interested establish their own provincial and territorial police services.

Structural and Cultural Modernization of Canadian Police Services

When explaining how to address systemic racism in Canadian police services, several witnesses suggested that examining the structure and governance of police services is crucial. The Committee heard from police chief witnesses who described the structural and systemic reforms they are working to implement within their police services. They also described the principles animating their attempts to combat systemic racism through internal reforms. For example, Chief Nishan Duraipappah of the Peel Regional Police expressed:

I, along with a consortium of the willing, am making bold and meaningful changes. We understand that the willingness to step out and implement changes to drive out systemic racism, without fear of failure, is required and expected. Therefore, in Peel Regional Police I have committed to a shift from traditional law enforcement to a pro-public health model rooted in human rights.

I'm adopting and implementing the following principles under a systemic change framework. I've initiated a systems review of all our directives and policies under a diversity, equity and inclusion lens. I'm developing leadership, both formal and informal, with police members, so they are ready to challenge racism in its various forms, critically and courageously, wherever they come across it.

Additionally, Chief Dale McFee of the Edmonton Police Service, expressed that as police services work to address systemic racism their operational or organizational structures need to be considered from a new perspective and partnerships with community members, service providers and academia are needed to ensure changes to policies and procedures are evidence-based.

However, Chief Duraipappah acknowledged that not all police services are engaged in reform efforts. Witnesses including Kent Roach, Christian Leuprecht and Julian Falconer informed the Committee that some police services in Canada, including the RCMP, are paramilitary in nature and civilian oversight may be necessary to effect the needed reforms. Indeed, Professor Leuprecht, expressed the opinion that:

[L]eadership alone cannot and will not fix the issue. We have over 40 years of research in political sociology to show that bureaucracies reproduce themselves; in the process, they also reproduce their institutional culture and problems.

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Structure and Governance of the Royal Canadian Mounted Police: Civilianization and Professionalization

The Committee heard that the RCMP has a senior management and leadership model that has remained unchanged for decades. Several witnesses suggested that the RCMP needs to be reformed to include civilian leadership and influence. For example, Professor Leuprecht expressed that the RCMP senior leadership and management should be civilianized, leaving uniformed members to run police operations but not the entire organization. He pointed out that fields like policy, communications, human resources, and finance are specialized areas in which uniformed police officers have no comparative advantage beyond civilians, and that civilianization has an added benefit of improving diversity and representativeness of law enforcement organizations because members of some racialized or Indigenous communities are reticent to join police services as sworn members. He also suggested that in restructuring the RCMP, it should be given separate employer status from the government.

Additionally, many witnesses pointed to a need to transform the RCMP's structure away from a paramilitary model and towards a professional model. For example, Professor Leuprecht suggested that the RCMP needs "a completely different training regime" and "a separate career and professional development framework and path for officers." Professor Roach advocated for an abandonment of the paramilitary model of policing and a move towards "an educated, professional model." Specific concerns were raised about the structure of RCMP training, wherein all recruits are required to go through basic training at Depot Division, the RCMP's training academy in Regina, Saskatchewan. The Committee heard that Depot Division also provides training to members of other police services, including basic training for some Indigenous police services, followed by training in the community. Professor Roach suggested that training at Depot Division can make the RCMP less "flexible" and specialized in the sense of being adaptable to the wide variety of policing services performed in the diverse communities served. Similarly, Professor Leuprecht expressed that:

Depot [...] socializes a certain type of command and control mindset. Starting with a complete overhaul of the curriculum and the training regime at Depot would, I think, also effect change.

The Hon. Michel Bastarache has described the training provided at Depot Division as "para-military training" and explained that claimants he interviewed for the Merlo-Davidson class action lawsuit against the RCMP for sexual harassment and gender or sexual orientation based workplace discrimination described sexual abuse, harassment, and discrimination at Depot Division during basic training. Claimants also suggested the training provided at Depot Division was comparably worse than other police training academies in Canada, because the program was structured to break a person down in order to rebuild them, rather than to build them up to become the best police officer they can be.

Suggestions were also put forward by witnesses to address the problems with the current RCMP training structure. Notably, in a brief submitted to the Committee, the Assembly of First Nations recommended reforming RCMP training away from "a paramilitary force trained in isolation" and towards the provision of training for RCMP officers within the communities they will serve. Witnesses also suggested the creation of a national policing college to ensure that the RCMP and other police services receive specialized, professional and evidence-based training. For example, Senator Vernon White, a former

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Assistant Commissioner of the RCMP, described the College of Policing model employed in the United Kingdom, which is a professional body the purpose of which is to “provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure the public trust.” He noted that the College of Policing is engaged in knowledge production through research and acquiring evidence of what works, providing education to support professional development and setting standards for police services and members based on the best available evidence. In addition to civilianization and concerns with training, the Committee also heard from witnesses who felt the RCMP does not appropriately respond to the needs of the communities they serve through contract policing. For example, Professor Samuels Wortley explained that police services must be attuned to the needs of each community because particular communities will have their own unique issues and concerns that must be dealt with. Consequently, the RCMP may not have the capacity to police areas where they are not familiar with community concerns. Professor Roach suggested that the RCMP should not rely on a top-down governance model when engaged in contract policing, but suggested that local governance structures are necessary to provide local control over policing services.

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Politics

Ottawa should explore removing Mounties from communities, MPs suggest

Report also recommends empowering the RCMP's watchdog

Catharine Tunney • CBC News • Posted: Jun 17, 2021 12:18 PM ET | Last Updated: June 17, 2021



Mounties are assigned to contract policing in roughly 150 municipalities, all three territories and in every province except Ontario and Quebec. (Valerie Zink/Reuters)

The federal government should look at ending contract policing within the Royal Canadian Mounted Police, fundamentally changing the national police service, says a landmark report by MPs.

"A transformative national effort is required to ensure that all Indigenous, Black and other racialized people in Canada are not subject to the discrimination and injustice that is inherent in the system as it exists today," says the report from the standing committee on public safety and national security, tabled today in the House of Commons.

The committee, made up of MPs from all four official parties, has been studying the issue of systemic racism in policing since last June — spurred on by an international movement urging governments to rethink police budgets and use of force in the wake of George Floyd's death in police custody in the U.S.

The report lands as the RCMP faces intense pressure to be more sensitive to racial and mental health issues after a number of controversial incidents were caught on camera.

- [Read the report](#)
- [Lucki says it's her goal to change the RCMP's culture in wake of Boushie report](#)

The committee heard from 53 witnesses. Some of them said they felt the RCMP does not respond appropriately to the needs of the communities they serve through contract policing.

Reconsider policing contracts with RCMP: report

Mounties are assigned to contract policing in roughly 150 municipalities, all three territories and in every province except Ontario and Quebec.

Outside of its boots-on-the-ground mandate in those areas, the force also has federal policing obligations that range from protecting the prime minister to thwarting terrorist attacks and investigating organized crime.

"Consequently, the RCMP may not have the capacity to police areas where they are not familiar with community concerns," notes the committee's final report.

The report made 42 recommendations — among them that "the government of Canada explore the possibility of ending contract policing within the Royal Canadian Mounted Police and that the Government work with the provinces, territories and municipalities to help those interested establish their own provincial and territorial police services."

- **As calls to 'defund' police grow, some say it's time for the RCMP to do less**
- **RCMP looking to update de-escalation training, will introduce new anti-racism program: Lucki**

Liberal MP and committee chair John McKay said that while much in the report was known previously, a list of recommendations with the weight of a parliamentary committee behind it will help the government pursue changes.

"It was more than a useful exercise," he said. "It was an absolutely necessary exercise and if we are to pursue a path that is to improve policing in Canada, we need to have committees such as this review the evidence and recommend to the government and to the [RCMP] commissioner — this is the path forward and we want you to take it."

The NDP said the federal government needs to build a national database on all police use-of-force incidents. The party also said that all forms of racial profiling need to be prohibited by national policy.

"Canadians are coming to a greater understanding of the role that the RCMP and policing has and continues to play in perpetuating systemic racism against Indigenous and Black communities. It is more clear than ever before that the RCMP needs transformational change," said NDP MP Jack Harris in a media statement.

"Unfortunately, this government has a history of failing to act on reports. The time is now to take serious and concrete action."

Conservative MPs disagree

In a supplementary report, Conservative MPs on the committee disagreed.

"The need to address racism in policing does not eliminate the need to deal with rising gang violence, cyber-crime, illegal firearms trafficking and other criminality. Nor does it make it a

realistic prospect, even from a purely operational standpoint, to replace the RCMP as the primary local law enforcement agency for large areas of Canada with a patchwork of new community police forces," they wrote.

"Despite the more negative episodes of its history and the need for change in the present, the RCMP remains a national institution that has played a vital role in Canada's development and the preservation of law and order."

The report also made recommendations to empower the Civilian Review and Complaints Commission for the Royal Canadian Mounted Police, the public complaints watchdog, when conducting investigations into the RCMP.

It also suggests that the RCMP be transitioned away "from a paramilitary force into a police service model with civilian oversight."

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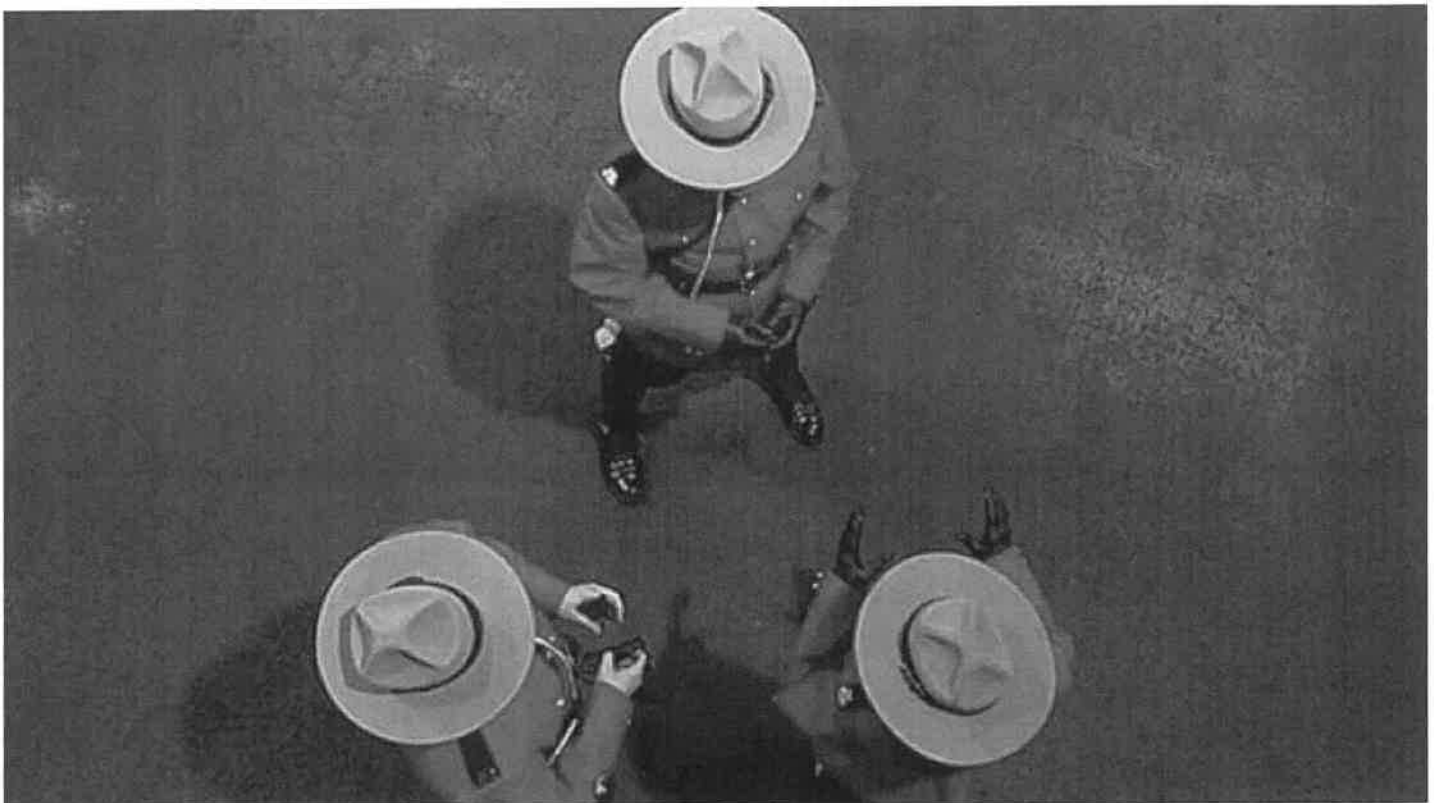
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Politics


RCMP's contract policing is headed for a federal review

Union representing 20,000 Mounties says it welcomes any review

Catharine Tunney · CBC News · Posted: Jan 14, 2022 5:27 PM ET | Last Updated: 1 hour ago



In his mandate letter, new Public Safety Minister Marco Mendicino has been asked to "conduct an assessment of contract policing in consultation with provinces, territories, municipalities, Indigenous partners and stakeholders." (Darryl Dyck/Canadian Press)

comments 

The federal government is promising to review the RCMP's contract policing obligations as critics question the national police force's role in communities.

In his mandate letter, new Public Safety Minister Marco Mendicino has been asked to "conduct an assessment of contract policing in consultation with provinces, territories, municipalities, Indigenous partners and stakeholders."

The promise of a review comes after years of headlines about systemic racism and excessive use of force in the RCMP, and reports of harassment in the ranks.

Mounties are assigned to contract policing in roughly 150 municipalities, all three territories and in all provinces except Ontario and Quebec. The RCMP's current policing agreements — municipal, provincial and territorial — expire in 2032.

- **Ottawa should explore removing Mounties from communities, MPs suggest**
- **As calls to 'defund' police grow, some say it's time for the RCMP to do less**

The force also has federal policing obligations that range from protecting the prime minister to thwarting terrorist attacks and investigating organized crime.

Robert Gordon, a former police officer and a professor of criminology at Simon Fraser University, said the RCMP's "balkanized system" and troublesome history in Indigenous communities warrants a review.

He said he wants to see the RCMP get out of communities and concentrate on federal policing.

"I think there have been a number of explosions that have underlined the importance of Canada coming to grips with this," he said.

"It's a long, arduous journey, but it's one that I think is well worth taking. And I'm very pleased that this appeared in the mandate letter."

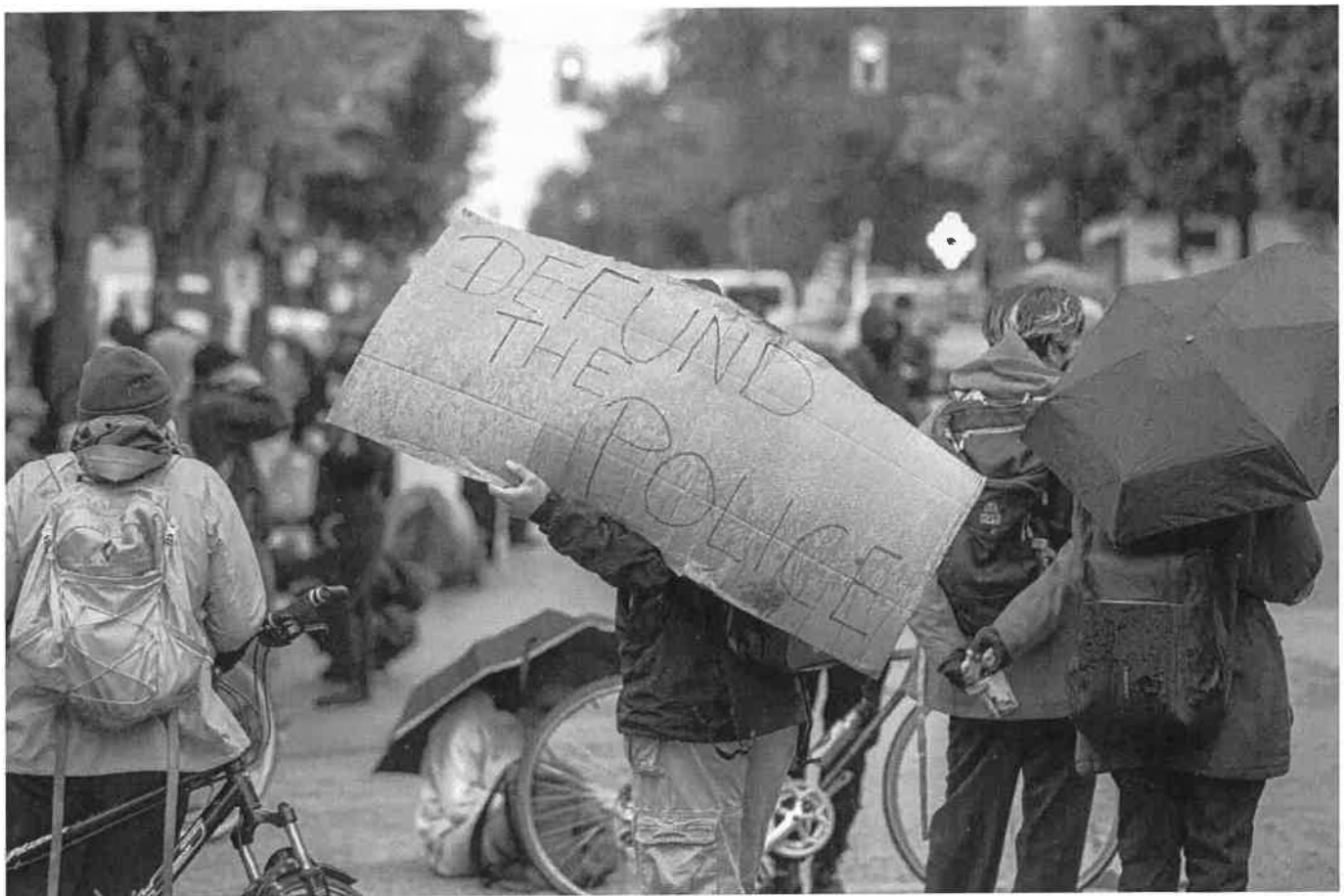
Union welcomes assessment

The head of the RCMP union said he sees a review as a way to improve services.

"Almost one in four Canadians calls the RCMP for their police of jurisdiction. So I would suggest from all the data and the polling that we've done that the RCMP is extremely effective at contract policing," National Police Federation president Brian Sauvé told CBC News in an interview earlier this week.

"That doesn't mean ... we can't do it better. And I think that's what the minister of public safety is looking at — how can we improve that service delivery?"

Last year, MPs on the standing committee on public safety and national security suggested the federal government "explore the possibility of ending contract policing," which would fundamentally change the national police service. (Conservative MPs on the committee tabled a supplementary report disagreeing with the report's main findings.)



Anti-racism protesters block Cordova Street in Vancouver on June 15, 2020. The promise of a review of the RCMP comes after years of headlines about systemic racism, excessive use of force and harassment in the ranks. (Ben Nelms/CBC)

The committee had been studying the issue of systemic racism in policing since June 2020 — spurred on by an international movement urging governments to rethink police budgets and

use of force in the wake of George Floyd's death in police custody in the U.S.

"A transformative national effort is required to ensure that all Indigenous, Black and other racialized people in Canada are not subject to the discrimination and injustice that is inherent in the system as it exists today," says the committee's report.

Sauvé said that review also pointed to broader issues governments need to look at, including police officers' roles in responding to mental health calls.

"You had a lot of witnesses appear before government and talk about the weaknesses in policing, not that the police are the bad guys, but that governments across this country have chosen over decades to underfund other social services and other social safety nets," said Sauvé.

- **With Mounties due for a pay bump, cash-strapped municipalities seek reprieve from Ottawa**
- **Provincial police force worth a 'hard look,' says N.B. public safety minister**

"And by de facto, the police have become the last first responders standing."

Sauvé said he'd like to see more work done on recruitment to ease the workload for serving members.

"I think policing as a whole has to put some more shine back on their buttons as a career choice for young Canadians that want to give their life and service," he said.

"That being said, increasing the diversity of our membership is a fantastic idea."

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B.C. should ditch RCMP and form its own police force, committee says | CBC News Loaded
British Columbia

B.C. should ditch RCMP and form its own police force, committee says

RCMP won't speculate on next steps until after reviewing report: province's commanding officer

CBC News · Posted: Apr 28, 2022 1:00 PM PT | Last Updated: April 28



An all-party committee of MLAs has recommended British Columbia form its own provincial police force to replace the RCMP. (Ben Nelms/CBC)

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comments

A committee tasked with reforming policing in British Columbia has recommended the province stop using the RCMP and create its own police force.

The special committee, made of provincial politicians from across all parties, unanimously agreed a provincial police force would create a more consistent standard for police response, training and oversight across B.C.

"It is a complete overhaul of policing to ensure that they're accountable, to ensure that there's transparency and ensure that the public trust remains with policing," said committee member Adam Olsen, MLA for Saanich North and the Islands.

In a [report](#) released Thursday, the committee made 11 recommendations to modernize policing to better reflect what people across B.C. need from law enforcement.

The committee was appointed amid widespread awareness of systemic racism, a demand for more accountability and questions about responses to mental health and addictions issues.

- **Victoria police board joins union's call for more mental-health services in wake of fatal shooting**

Lack of trust apparent in 'meeting after meeting': MLA

The committee heard from more than 1,800 people and organizations about their experiences with police, including a general lack of trust in those services.

"There was a lot of testimony from people saying there was mistrust in how policing currently works in the province and so the recommendation, I think, reflects what we heard meeting in and meeting out," Olsen said.



Adam Olsen, MLA of Saanich North and the Islands, spoke about the committee's report in the B.C. Legislature on Thursday. (Michael McArthur/CBC)

The first recommendation was to bring in a new Policing Act designed in part by Indigenous communities and local governments.

"I believe in the province of British Columbia that significant, transformative police reform is long overdue. I believe that the RCMP has failed to effectively carry out their mandate providing for the safety and well-being of the residents throughout this province, particularly in First Nations communities," Grand Chief Stewart Phillip, president of the Union of B.C. Indian Chiefs, said in an interview Thursday.

"Having failed that high duty of care, I think it's time that the RCMP went back to Ottawa and that a collective group of leaders ... come together and design a policing agency in British Columbia that will serve the diverse interests that are clearly evident — that will respect the cultural diversity here in the province."



Grand Chief Stewart Phillip, President of the Union of B.C. Indian Chiefs, is pictured in February 2020. Phillip said he believes leaders across B.C. should design a policing agency that serves the province's culturally diverse population and needs. (Darryl Dyck/The Canadian Press)

Deputy chair Dan Davies, B.C. Liberal MLA for Peace River North, said police being used as the "default first responders" to mental health and other "complex social issues" was seen as a major issue. Other recommendations address the need for more resources to be given to other services, such as social workers, to tackle such cases.

Vancouver lawyer Wally Oppal, a former B.C. Supreme Court judge and attorney general, said individual officers have done an "excellent job" in the province but agreed the RCMP should go because of inadequate oversight.

"You need local accountability ... and none of that is being done by the RCMP," he said.

In 1994, Oppal ran an inquiry into the province's policing system and recommended broad reforms to the NDP government in power at the time, but was largely ignored.

RCMP reviewing report

There are 13 independent police forces in B.C. The RCMP has policed the remainder of the province, including almost all of rural B.C., since 1950.

A statement from RCMP Deputy Commissioner Dwayne McDonald, the commanding officer in B.C., said they'll take time to review the report and won't speculate on next steps until that's done.

"The RCMP has a complex role in B.C. as we deliver services at the municipal, provincial and federal level," his statement said. "I am very proud of the RCMP team that works incredibly hard every day to keep B.C. communities safe and secure and we remain committed to doing so."

B.C.'s contract with the RCMP expires in 2032.



An RCMP officer is pictured in Coquitlam, B.C., in February. RCMP have policed the majority of communities in B.C. since 1950. (Ben Nelms/CBC)

Public Safety Minister Mike Farnworth said the province has begun contacting its partners to discuss the recommendations.

"The recommendations ... echo our government's belief that everyone deserves equal treatment by the police," Farnworth, who is not a member of the all-party committee, said in a statement.

"This has not always been the case for many Indigenous, Black and other people of colour. Public trust requires that the delivery of police services is fair, equitable and responsive to all British Columbians."

- **Office investigating municipal police complaints admits it needs to improve awareness, access, trust**
- **Surrey's new municipal police force to have officers on the ground by November**

In terms of a timeline, the report said police reform as recommended would take years and multiple governments to implement. A similar, committee-led reform in New Zealand took a decade, Olsen said.

The full list of recommendations includes:

- That B.C. transition to a new provincial police service governed by a new Community Safety and Policing Act;
- That Indigenous communities have direct input into their police services;
- That the government "create and appropriately fund a continuum of response to mental health, addictions and other complex social issues" and that mental health services be integrated into 911 options;
- Reforming police funding models to be more "fair and equitable" for municipalities; and
- Requiring police services to collect and publicly report race-based and other demographic data in order to address systemic racism within policing.

With files from The Canadian Press and Rafferty Baker

Saskatchewan

Sask. government to look into creating provincial police force for the 2nd time

1st Saskatchewan provincial police force operated from 1917 to 1928

Laura Sciarpetti · CBC News · Posted: Nov 03, 2021 4:00 AM CT | Last Updated: November 3, 2021



The province said it will 'consider other measures to build provincial autonomy,' including 'the creation of a provincial police force to complement municipal police forces and the RCMP.' (Bryan Eneas/CBC News)

comments



In the Saskatchewan government's throne speech last Wednesday, the province voiced its intention to look into creating a provincial police force.

The government said that during the new legislative session it will "consider other measures to build provincial autonomy," including taking back administration of corporate income taxes from Ottawa and "the creation of a provincial police force to complement municipal police forces and the RCMP."

Christine Tell, the province's minister of corrections, policing and public safety, told reporters Wednesday that there are no plans for a review or study into the costs and effectiveness of having a provincial police force in Saskatchewan at this time.

Still, Tell said the government is "paying attention," to what is happening in Alberta and Nova Scotia. Both provinces have openly discussed this option, citing rising RCMP costs and service delivery issues.

Tell said her ministry has heard these same concerns from residents consistently for years.

"It is indeed a challenging time for policing in the province of Saskatchewan and across Canada. And you know, the future of policing is somewhat questionable with respect to the RCMP. And we want to ensure that we're part of these conversations, whether they be through the federal government or our communities," said Tell.



Christine Tell says the Saskatchewan government is "paying attention," to what is happening in Alberta and Nova Scotia. Both provinces have openly discussed creating their own provincial police forces. (CBC)

Provinces and territories pay 70 per cent of the cost of the RCMP's operations in their jurisdictions, with the federal government contributing the remaining 30 per cent.

An internal government memo obtained by the Canadian Press in June 2020 shows those costly contract policing obligations are draining resources from the force's federal duties, including investigations of organized crime and national security operations.

"Public Safety Canada and the RCMP have confirmed there are systemic sustainability challenges impacting the whole of the RCMP," says the Public Safety department memo.

In the meantime, Tell said the provincial government respects the RCMP and will continue to work with them at this time.

"We want to ensure that the people of Saskatchewan get the best policing service that they can, whether that's a new police service in the province of Saskatchewan or the RCMP, whatever that turns out to be," said Tell.



- ♦ **Ottawa should explore removing Mounties from communities, MPs suggest**

Round 2?

If the province were to pursue creating its own police force, it would not be the first time.

Bill Waiser, a Saskatchewan historian, said the first provincial police force operated from 1917 to 1928.

The province voted in favour of temperance and in late December 1916, prohibition was introduced. But the Royal North-West Mounted Police — precursor to the RCMP — did not want to enforce prohibition, according to Waiser.

"They thought it would just be a pain to try and enforce prohibition in the province of Saskatchewan. And so the provincial government used that as an opportunity to create a separate and distinct provincial police force," said Waiser.

The Saskatchewan Provincial Police was officially created on Jan. 1, 1917.

"They had a very distinctive uniform. They had an upturned Stetson, so they looked actually more Australian. And there were 175 members of the provincial force in about 40 detachments across the province," said Waiser.

This image, from 1920, refers to the work of the Saskatchewan Provincial Police during prohibition in Maple Creek. (South-Western Saskatchewan Oldtimers' Association Museum and Archives/Encyclopedia of Saskatchewan)

Most of the detachments were in northern Saskatchewan, where the police also enforced game laws.



"But their primary purpose was to uphold liquor laws. And in fact, they spent half their time chasing bootleggers."

Waiser said it was very unpopular work.

"Even though prohibition was introduced toward the end of the Great War, once the war is over, people lost their so-called reform fervor and wanted to have a drink."

This led to people creating secret stills and getting alcohol into the province illegally.

"So during the 1920s these liquor laws were very unpopular, and the fact that the Saskatchewan provincial police had to enforce them made them very unpopular. It's actually a losing battle."

Near the end of the force's tenure in Saskatchewan, there were rumours of corruption. They were disbanded in 1928.

During the provincial force's time, the RCMP — an amalgamation of the North-West Mounted Police and Dominion Police — were enforcing federal laws throughout the province. But when the provincial force was ousted, the RCMP took over all policing duties in Saskatchewan once again.

Bill Waiser is a Saskatchewan historian. (Submitted by Bill Waiser)

The cost of a provincial police force in Alberta

Meanwhile one province over, replacing the RCMP with a provincial police force could cost Albertans hundreds of millions of dollars more each year and result in a four per cent increase in the number of police officers on the street, according to a report commissioned by the Government of Alberta.

- ♦ **Replacing RCMP with Alberta police force would cost more but could be more locally responsive: report**

The PricewaterhouseCoopers report presented to the government last April and released publicly on Friday, provides no precise figure on how much more Albertans would pay for their own police force should they lose the \$170 million the federal government contributes yearly for policing by the RCMP.



A report says cost savings and other initiatives would ultimately allow for more frontline officers to be hired if Alberta cut ties with the RCMP. (Valerie Zink/Reuters)

Justice Minister Kaycee Madu said a provincial police force would be more efficient and cost effective by relying on Alberta government support services.

The report says adopting a provincial police force would take up to six years — four years of planning and preparation, and up to two years of transitioning an Alberta Provincial Police Service (APPS) in, and the RCMP out.

PricewaterhouseCoopers estimates the cost of that transition at between \$366 million to \$371 million.

With files from Janet French

Nova Scotia

Nova Scotia municipalities reviewing policing models as RCMP costs rise

Justice Department says 5 municipal units have begun formal reviews of their policing models

Keith Doucette · The Canadian Press · Posted: Apr 30, 2022 10:50 AM AT | Last Updated: April 30



Nova Scotia communities that contract their police services to the RCMP will see an average increase of 11 per cent in policing costs for 2022-23. (Shane Magee/CBC)

The rising cost of RCMP services is "changing the conversation" around policing in Nova Scotia, according to the head of the organization that represents the province's municipalities.

Amanda McDougall, president of the Nova Scotia Federation of Municipalities, says many of the province's 49 municipalities are nervous about pressures on already tight budgets.

The provincial government's recent budget passed down more than \$20 million in increased policing costs to municipalities, meaning an average increase of 11 per cent in the 2022-23 fiscal year for towns that contract the RCMP for their police services.

"Folks are wondering if there's anything we should be doing provincially, or whether we should start to investigate what municipal policing looks like at the regional level," McDougall said in an interview this week.

McDougall, who is also mayor of the Cape Breton Regional Municipality, said her officials have been asked by some other municipalities about the costs and services associated with its police

service. "It means that folks are tossing it around," she said, referring to policing options other than the RCMP.



Amanda McDougall is the president of the Nova Scotia Federation of Municipalities. She says many municipalities are concerned about increased policing costs. (Tom Ayers/CBC) According to the provincial Justice Department, five municipal units have so far begun formal reviews of their policing model to "identify possible savings and improved resourcing." Most were underway well in advance of the most recent cost increase for RCMP services.

The five municipal units are the County of Colchester, Halifax Regional Municipality, Wolfville, Eskasoni and Cumberland, which formally approved its review during a meeting on Wednesday.

- **RCMP policing costs in Nova Scotia municipalities to rise by average of 11%**

Cumberland Mayor Murray Scott, a former Nova Scotia justice minister and police officer, said the recent hike will add \$500,000 to policing costs, which now account for 17 per cent of his municipality's overall budget.

However, Scott said his municipality's review is about more than the cost of policing. "It's about the RCMP having the resources that we are paying for," he said, adding that Cumberland currently pays for 27 RCMP officers. He said that full complement isn't always available due to such things as illness, vacation or temporary leave.

"We've become aware over the last years that on many occasions, we are substantially lower than that [number], so that puts a lot of pressure on the resources that the RCMP have in Cumberland," Scott said.

He said there are also concerns the RCMP, which has its area headquarters in Amherst, has largely moved away from a model that saw it fully staff detachments in towns throughout the county. "We've asked them to go back to that detachment-style policing to have more visibility and more presence in the communities," said Scott.

Nova Scotia's contract with the RCMP runs until 2032, and there are regular reviews that are built into an agreement that sees municipalities pay for 70 per cent of RCMP services while the federal government pays 30 per cent.



Murray Scott, a former police officer and Nova Scotia justice minister, is the mayor of the Municipality of Cumberland. He's concerned the full complement of RCMP officers isn't always available. (Submitted by Murray Scott)

But provincial Justice Minister Brad Johns has consistently said he wants to hold off on a potential review until he hears more from the commission of inquiry into the mass shooting that killed 22 people in April 2020. The commission is examining the RCMP response to the tragedy and is expected to look at its role in rural policing in the province.

Kent Roach, a law professor at the University of Toronto, said he hopes rural policing will be examined. "This issue seems to be a pretty large elephant in the room when you are talking about the RCMP," Roach said in an interview.

Roach, author of a book to be published next month titled *Canadian Policing: Why and How It Must Change*, maintains that any examination of RCMP services and contract policing needs to consider more than just money — it should also look at such things as how the force trains officers to serve diverse areas of the country.

And while he believes some communities such as those in Nova Scotia need to examine the possibility of switching to municipal policing, he said it shouldn't be all or nothing. "I think the RCMP should have a support role, even if we move away and we have more local police forces that are subject to local control," Roach said.

Currently, 10 of Nova Scotia's 49 municipalities have their own police service.

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Nova Scotia justice minister dismisses RCMP assertion of chronic underfunding

Brad John says inquiry shows RCMP have an 'internal issue' that doesn't involve the province

Keith Doucette · The Canadian Press · Posted: Aug 24, 2022 5:44 PM AT | Last Updated: August 24



Brad Johns is Nova Scotia's Justice minister. (Robert Short/CBC)

Nova Scotia's justice minister isn't buying assertions by senior Mounties at the inquiry into the 2020 mass shooting that his province chronically underfunds the RCMP for policing services.

Brad Johns told reporters Wednesday that problems within the RCMP that are surfacing in testimony at the inquiry don't involve the province.

"I think any issues that are there are more around staffing with the RCMP," the minister said. "It's an internal issue."

Johns said that any time the RCMP has come forward with concerns around resourcing the province has "stepped up."

"The province is funding the RCMP according to the provincial agreement and what the RCMP does with those funds is somewhat up to the RCMP," he said.

Johns pointed out that Commissioner Brenda Lucki told the inquiry that staffing and recruitment is a challenge for the force across the country. Those RCMP staffing problems, he said, have led to vacancies in Nova Scotia.

Past complaints about resources

"If they are not filling them (positions) my question is, why?"

Johns said he didn't know how many positions are unfilled in the province but added he didn't believe the shortage is "significant."

"There's nothing there that's setting off an alarm for me," he said.

This week, Lucki and retired commander of the Nova Scotia RCMP, Lee Bergerman, told the inquiry that the force will require more resources because the costs of policing continue to rise.

During her testimony, Bergerman noted that the RCMP has long complained of not having enough staff or equipment to adequately police Nova Scotia. She said there needs to be a conversation with the provincial government and the public about expectations for policing.

Meanwhile, Johns said new provincial standards for policing should be ready by late fall.

RCMP officials have told the inquiry that they have been waiting for new updated standards before engaging with the Nova Scotia Justice Department's process for auditing the performance of police services in the province.

"We don't anticipate that there would be anything there that would be onerous to municipal policing or the RCMP," the minister said.

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New Brunswick

Provincial police force worth a 'hard look,' says N.B. public safety minister

Ted Flemming says New Brunswick closely watching Alberta as it studies dropping RCMP

Shane Magee · CBC News · Posted: Dec 16, 2021 1:14 PM AT | Last Updated: December 16, 2021



Public Safety Minister and Attorney General Ted Flemming says a provincial police force is worth a 'hard look.' (Joe McDonald/CBC)

New Brunswick's minister of public safety says creating a provincial police force is worth a "hard look," though the loss of a federal subsidy for RCMP services could be costly.

Ted Flemming was asked by Liberal MLA Keith Chiasson about the possibility of a provincial force during a committee meeting in the legislature last week.

Flemming responded that it's a huge policy issue and it would be "irresponsible" to give a yes or no answer. However, he said it's good Chiasson raised it for discussion.

"It's something we should take a hard look at because it's on the mind of New Brunswickers," Flemming said. It wasn't clear what that "hard look" would mean.

If enacted, switching to a provincial force similar to the Ontario Provincial Police or Sûreté du Québec would be a major and potentially expensive change in how the province is

policed. RCMP police most of the province through a 20-year contract with the New Brunswick government that expires in 2032.



RCMP have policed much of New Brunswick under a contract with a province that continues until 2032. (Shane Magee/CBC)

"If that decision is made, there would have to be significant discussions with the federal government because the federal government pays for upward of a third of all RCMP services given to municipalities," Flemming said.

"So if we want to increase police capacity, it's hard to walk away from one third of the funding that's presently in place."

Flemming's comments follow mounting discussion at the municipal level about policing services. Daniel Allain, the province's minister of local governance reform, has said policing was the most frequent topic he heard during consultations with municipalities over the past year.

The province's white paper on local governance reform suggests over the long term, "the entire policing model will be reviewed to ensure its sustainability." A vote at the Union of Municipalities of New Brunswick annual meeting in October called on the province to study policing services.

- **Moncton council votes to review who polices city**
- **Municipalities eye impact of RCMP union contract with 23 per cent raise over six years**

A statement from the Department of Public Safety, responsible for the RCMP contract, didn't say what Flemming's "hard look" would entail.

Spokesperson Geoffrey Downey said in the statement the province has heard from municipalities and "is open to working with them to examine opportunities to provide more adequate and sustainable policing services" in the province.

"The Department of Justice and Public Safety is working on policing reform initiatives to rethink how policing services and other agencies across the public safety continuum deliver public safety services while remaining responsive to changing demands and expectations," Downey said in the statement.

Watching Alberta

Flemming said the province will closely watch Alberta as that province studies whether to switch from RCMP policing rural areas to a provincial police force.

A study by PricewaterhouseCoopers suggests Alberta would pay millions more for policing because of the loss of an annual \$170 million subsidy from the federal government for RCMP.

"I think we might be able to learn quite a bit from it," Flemming said of the Alberta study.

Alberta isn't alone in considering a provincial force.

The Saskatchewan government's throne speech this fall also included a reference to considering a provincial police force. Nova Scotia's former Liberal government had started a review of policing services, including whether to launch a provincial force.

- **Replacing RCMP with Alberta police force would cost more but could be more locally responsive: report**
- **Sask. government to look into creating provincial police force for the 2nd time**

Earlier in the New Brunswick committee meeting, People's Alliance Leader Kris Austin said the province needs to do more to address concerns about crime in rural parts of the province, areas policed by RCMP.

"I cannot express how frustrated I am that government is not doing something about rural policing in this province," Austin said.

That echoes concerns that have come up elsewhere.

Memo cites 'growing concern' about RCMP service

A briefing note for Marco Mendicino, the new federal public safety minister, says there is "growing concern" from provinces, territories and municipalities that use the RCMP. The briefing note was released to CBC News through an access to information request.

It says the concerns are tied to the rising cost of policing following Mountie unionization, reduced "value-for-money" for RCMP contract policing services, a national approach that doesn't meet the needs of communities in rural and Eastern Canada, and "low levels of control and accountability over local policing."

Contract policing refers to RCMP providing provincial policing services or in municipalities such as the Moncton area.

Moncton, with the largest RCMP detachment in the province, will soon study its policing services. Its contract is separate from the provincial RCMP contract, but it also ends in 2032.

The last provincial police force was disbanded in 1932 when the RCMP took over. The province had a force called the New Brunswick Highway Patrol in the late 1970s and 80s, but that was not a provincial police force.

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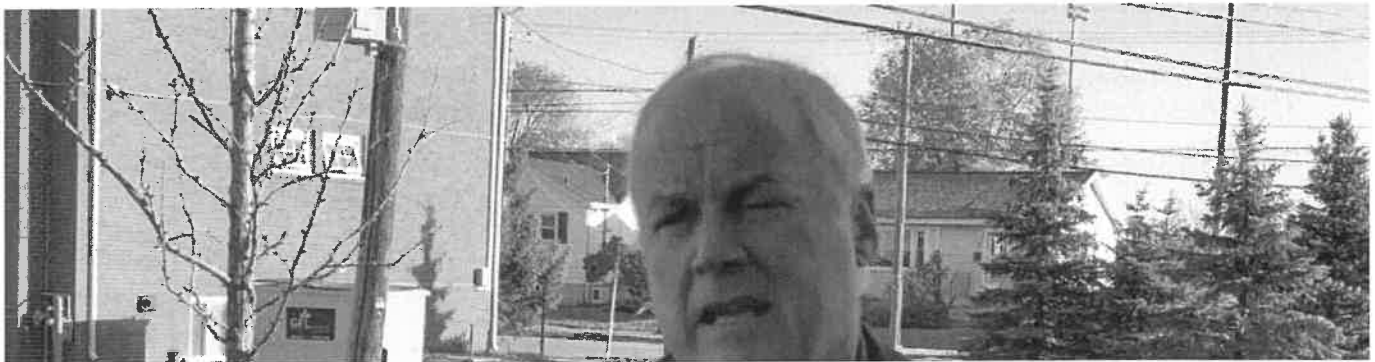


CANADA

Moncton council votes to hire expert to study policing services, future of Codiak RCMP

**By Rebecca Lau • Global News**

Posted November 1, 2021 4:19 pm ▾



WATCH: Moncton council has voted unanimously to hire an expert to review policing services and the future of Codiak RCMP. Construction of the new RCMP headquarters is still moving forward, but which police force will occupy that new building is now in question. Shelley Steeves reports – Nov 2, 2021



**-A****A+**

Moncton City Council has voted unanimously to hire an expert to review policing services, and the future of Codiac RCMP.

The motion was brought forward by Coun. Daniel Bourgeois at last month's meeting. His motion originally called for council to hire the expert to update a 2010 study, but also pause construction of a new Codiac RCMP headquarters in the meantime. Council is in the process of approving the construction of a roughly \$57-million police station.

READ MORE: [Moncton council questions payment as architect selected to build new Codiac RCMP detachment](#)

However, the motion councillors voted for on Monday evening was amended to remove the portion dealing with the headquarters.

The Mounties replaced the local police force in the late 1990s, and there has been debate since then about reverting back.

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"The salary is going significantly higher than what we had anticipated, so let's pause, think and then make a decision," said Bourgeois.

1:02

Policing expert questions RCMP's capacity to offer con...

Policing expert questions RCMP's capacity to offer contract policing – Mar 15, 2021

The motion also noted that a parliamentary committee recently recommended the force end its municipal and provincial policing contracts, and the Union of New Brunswick Municipalities is calling for a review of policing services.

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"I certainly look forward to that conversation and developing something for the future," said Deputy Mayor Charles Léger during Monday's council meeting.

“It’s timely. We did it 10 years ago, we could do it again and having the opportunity to prepare ourselves for what the next phase of this could look like.”



TWEET THIS

Léger added the study could look at using a different term other than “policing,” the community aspects of providing services and mental health support for officers.

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The Codiac RCMP is in contract with the city until 2032. Léger said the city can make a change without penalty, so long as there is two years’ notice.

READ MORE: [RCMP’s provincial policing contracts posing ‘sustainability challenges’ for the force: memo](#)

Some councillors suggested the municipalities of Riverview and Dieppe should be consulted about possibly splitting the cost of the review.

Others said municipal and federal counterparts should be consulted, to see what role they play.

The city manager said the terms of reference for the study will be brought back to council in the future.

Expert believes RCMP getting out of municipal policing

At least one public safety and policing expert believes the RCMP are getting out of municipal policing.

“The model with which we provide police services in this country in general and in the Maritimes in particular is increasingly not servicing local needs, interests, values and priorities,” said Christian Leuprecht, a professor at the Royal Military College.

He added he thinks the Atlantic provinces should pool resources and develop a Maritime police force with municipal detachments.

“What that municipality spends on policing is actually only the operational part of policing and the provinces essentially assume the broader administrative costs,” he explained.

STORY CONTINUES BELOW ADVERTISEMENT

— with a file from Shelley Steeves

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Time to rethink the RCMP

The force's mandate is simply too broad. The Senate is well-placed to perform a root-and-branch review of the Mounties' mixed federal-provincial role.

by Peter Harder

June 11, 2021

There's an old saw that says when you need a job done, give it to somebody who already has too much to do.

If this cliché were ever true, it is rarely applicable in the employment world of today, thanks to the increasing complexities thrown up by information technology, global interconnectedness, stricter accountability regimes, changing workplace environments and an evolving desire for a new work-life balance. Indeed, saddling our organizations and their employees with too many tasks – and not enough training to complete them – is a recipe for not getting things done or, worse, doing them very badly.

So why is it, then, that our country's national police force is still being asked to fulfil an overwhelmingly wide mandate that is making it less effective, less responsible and less able to ensure public safety? While there may have been a time when the RCMP's broad job description made sense, the realities of our evolving society make it imperative that the force's role be redefined, with its current functions split up. We don't need an RCMP that operates both as our federal police and the provincial force of eight provinces and three territories.

The most recent advocate for substantial change emerged from the pen of Michel Bastarache, a former justice of the Supreme Court of Canada, who wrote in a scalding report on compensation for RCMP employees experiencing harassment that the culture of the RCMP was toxic. It is, he argued, time that the government asks some hard questions about the structure and governance of Canada's national police service.

organization like the RCMP. The current job description includes everything from municipal policing, which includes large urban areas such as Surrey and Richmond, B.C. to provincial policing in eight of 10 provinces and three territories, plus providing services on hundreds of First Nations lands. Add responsibility for organized crime, terrorism, drugs, human smuggling, and forensic and other technical services provided to other agencies, and you get the idea.

Simply put, this enormous mandate makes it impossible for the RCMP to do everything that's expected to ensure public security.

Another key issue that demands clarity is the matter of accountability. As a former deputy solicitor general and deputy minister of public security, I can tell you that in the eight provinces where the RCMP acts as a provincial force, it's never clear where the lines of authority and accountability run. Indeed, one of the concerns raised in Bastarache's report focused on the RCMP's accountability in the wake of its leadership's failure to deal with sexual harassment claims.

This lack of precision manifests itself in other ways as well, including in the 2020 tragedy in Nova Scotia in which 22 people were killed by a lone gunman. Questions have been raised over the immediate response to the rampage, while confusion reigned in the aftermath over which level of government, provincial or federal, should be responsible for the subsequent inquiry.

Sadly, experience suggests that the RCMP is a provincial force accountable to the provincial attorney general when that suits the interests of the divisional commander, and a federal force when the advantage tips the other way.

We hear, for example, of officers who have spent years in rural communities being asked to work on money laundering or national security – areas for which they have not been adequately trained. Last spring, B.C.'s Cullen Commission into money laundering heard testimony that police in B.C. lack the trained people to prevent offenders from committing this complicated crime. Money-laundering is a massive illegal industry that requires a large investment of resources and technical know-how. Meeting modern-day challenges like this requires new kinds of employees, with different skills and training, and a dramatically different allocation of overall resources. Under its current structure, we are asking the RCMP and its employees to do the impossible.

RCMP priorities are also skewed by the fact that in the eight provinces where the RCMP acts as the provincial force, the provinces pay at least 70 per cent of the cost of provincial policing. This means the provinces often call the tune for much of the policing activity performed by what is a federal organization. Or, by the same token, it means the federal government is subsidizing functions that are inherently provincial in jurisdiction. We need to ask ourselves whether the national force is capably dealing with emerging 21st century threats like hate crime, transnational crime and opioid smuggling.

So, what to do?

While the overarching issues of the RCMP's mandate have been discussed in a number of fora, previous important reviews have generally limited themselves to more specific matters. Those include the McDonald Commission's focus on wrongdoing by the then-RCMP Security Service; the Kellock-Taschereau Commission on espionage in the wake of the Gouzenko affair; and the Major inquiry into the Air India Bombing, to name but a few.

Moreover, the last time the Mounties experienced a major mandate overhaul was more than 40 years ago, when the Pierre Trudeau government removed the RCMP's responsibility for security intelligence and created the Canadian Security Intelligence Service.

The contracts between the RCMP and the provinces it serves are not due to be renewed until 2032, giving the country ample time for discussion and to condition ourselves for change.

It has been five years since Prime Minister Justin Trudeau began appointing independent senators pledged to remain free of party politics – I was the first to be appointed in April 2016. The vast majority of the upper chamber's members no longer belong to an established political party, giving the Senate freedom from electoral considerations to conduct a fair and impartial review. The Senate's mandate to focus on regional representation also makes the upper chamber a good candidate for the job, given the importance of the force to the West. One of the essential responsibilities of the Senate is also the care of Canada's national institutions.

The inquiry should look at the role and mandate of the 21st century national police service and the skills needed to be an effective national force, as well as the resources and organization needed, and its recruitment practices.

Restrictions imposed upon us by the pandemic have made it difficult to push forward with reviews like the one I envision. If time permits, I hope to introduce a motion to this effect before the summer. If not, the Senate will be asked in the fall to consider this idea.

Canadians have expressed pride in the symbols of the RCMP. The scarlet tunic, the musical ride and training at the "depot" in Regina are international icons. But let's not let nostalgia blind us to the need for change in a world where threats come in increasingly varied, menacing and complex forms.

Do you have something to say about the article you just read? Be part of the Policy Options discussion, and send in your own [submission](#), or a [letter to the editor](#).



Peter Harder

Peter Harder is a former senior federal public servant and previously acted as deputy solicitor general and deputy minister of public security. Harder was appointed as the first Independent Senator in April 2016.

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Opinion: The time is now: rethinking RCMP contract policing across Canada

morinvillenews.com/2022/08/08/opinion-the-time-is-now-rethinking-rcmp-contract-policing-across-canada/

August 8, 2022



submitted by Honourable Wally Oppal, Q.C., Former Attorney General of British Columbia

Across Canada, citizens' expectations of police continue to evolve. In my time, we have seen many transformative changes. For instance, the smartphone has almost single-handedly changed the way in which citizens interact with the police. Like many other institutions in today's evolving world, policing is being re-examined – as it should. Questions relating to such areas as civilian oversight, community-based policing, diversity, and the need to prioritize reconciliation with Indigenous Peoples are the subject of much discussion.

We all must take a greater interest in policing. In my opinion, there is far too little critical analysis of the police from governments. I commend jurisdictions such as Alberta that are asking the difficult but necessary questions regarding the best provincial policing model for their citizens. Historically, Ottawa has governed the RCMP with little input from provinces or municipalities. This federal structure presents serious issues, particularly when it comes to governance and oversight, which is one of the most important aspects of policing. Yet, we must not forget that concerns relating to the RCMP are systemic and should not detract from the dedication and professionalism of its officers. Communities have benefited from RCMP members who have contributed to the social fabric of their communities they police.

However, in discussing the future needs of any province, it is imperative to ask ourselves whether it is appropriate to have provincial policing based out of Ottawa. The contract policing model used by the RCMP is highly centralized, difficult to reform and too often

preoccupied with the needs of an Ottawa-based bureaucracy. We saw an example of this recently, with unilateral federal fiscal decisions adversely affecting local governments. The federal government signed onto a new collective agreement for RCMP officers with millions of dollars in new costs, all with no input from provinces and municipalities.

In provinces like Alberta, the RCMP is supposed to act as a provincial police, accountable to the provincial solicitor general. However, federal laws dictate that the RCMP is also responsible to the federal solicitor general. The lines of authority and accountability are never clear. This fundamental contradiction makes it particularly difficult for any province to change how the RCMP operates. It is also a major reason why a British Columbia all-parties' committee recently recommended that B.C. create its own provincial police to take over from the RCMP.

I believe the RCMP will always have a role in policing our country, as they continue to provide their expertise in areas such as narcotics, organized crime, borders, and other federally-mandated matters. I also believe it is possible, and highly beneficial to establish a provincial police service with better civilian oversight, while keeping local needs and challenges top of mind. And make no mistake, the discussion happening in Alberta is also taking place all over this country, as Canadians and government rethink how they would like policing to look in the 21st century.

FADDEN: Canadian policing — it's time for change

Author of the article:

RICHARD FADDEN, Special to Toronto Sun

Publishing date:

Aug 13, 2022 • August 13, 2022 • 3 minute read • [Join the conversation](#)



An RCMP vehicle. PHOTO BY FILES /Postmedia News

Since its creation, the RCMP has been an icon — sometimes shining, sometimes tarnished. But the objective here is not to review the Force's past but rather to look to its future role and mandate by asking if the way policing is currently set up in Canada is in the national interest.

So, in looking at the future role of the RCMP, we should consider both the interests of the federal government and of the provinces and territories. The RCMP is charged with providing three baskets of services: federal policing, provincial/territorial and municipal policing in eight provinces and three territories and a range of technical services available to all police forces in Canada.

This has been the case for some decades now and the key issue is whether this arrangement suits the policing requirements for Canada for the future. I do not believe this to be the case and suggest that what today is required of the Force is beyond its capacity to effectively deliver.

Delivery of the three baskets of services is immeasurably more complex than it was a few decades ago and it is unreasonable to ask one organization to do it all.

Two other issues are relevant. The first arises from the fact that the contracts between the federal government and the provinces bind the Force to provide those services while federal policing imposes no such obligation on the Force. The practical result is a strong tendency on the part of the RCMP to empathize provincial policing to the detriment of federal policing.

Supporters of the current arrangement argue that the ability of the Force to shift resources in emergencies should trump other considerations. This may once have been true but it is no longer so.

For example, shortly after the Sept. 11, 2001, terrorist attacks in the U.S., the Force shifted a significant number of personnel from contract policing to federal policing to deal with the new

terrorist threat. To state the obvious, policing Red Deer is materially different than dealing with international terrorism.

It is unfair to individual officers to ask them to work in areas for which they are not trained and it is definitively not in the national interest. This argument applies across the board to all elements of federal policing and the same is true of contract policing which is as complex an undertaking as federal policing — just very different.

The second issue that cannot be ignored is the confusion in political and administrative accountability that results from the current arrangements. Under a contract to provide provincial policing, resources in a particular province are accountable to that province's legislature and minister responsible for policing. Yet, those resources remain inherently federal and subject to the authority of the Commissioner in Ottawa.

In a quasi-military organization like the Force, the ultimate authority is always the Commissioner who is thus in theory accountable to the federal minister as well as to eight provincial and territorial ministers. There are of course delegations to local commanders but it is profoundly unsound to confuse accountability for an organization so directly linked to providing for the safety and security of Canadians.

Two related issues also require mention. Under current arrangements, provinces are unable — beyond a certain point — to adjust policing arrangements to suit their particular circumstances. The second point relates to the funding of provincial policing.

Currently, Ottawa subsidizes contract policing up to 30%. While perhaps of benefit to some of the recipient provinces, it inappropriately skews responsibility under the Constitution which provides that it is the provinces which are responsible for local policing. If financial support is necessary, use should be made of the general financial transfer provisions currently in place.

The above issues all point to the need for contract provinces and the Federal government to reconsider the RCMP's role in provincial policing both to allow for provinces to provide for their policing needs and to allow a reconstituted RCMP to focus on the ever-growing requirements of federal policing.

This change will in no way affect the absolute requirement in modern policing for all forces to cooperate and, as appropriate, share technical, personnel and financial resources. It works for Ontario and Quebec and there is no reason to believe that it cannot work in Alberta and elsewhere.

It is in the national interest that it be made to work before the national icon that is the RCMP is put at ever greater risk of tarnishing.

Richard Fadden is a resident of Ottawa and a retired public servant. He was formerly the Director of the Canadian Security Intelligence Service and National Security Advisor to the Prime Minister.

Conversation About Healthcare in Alberta – Engagement with Minister of Health, Jason Copping

Date and time: Wednesday, September 28 from 1:30 to 4 p.m.

Location: Best Western, Airdrie

Submitted by Mayor Hunter

Meeting Participants: Minister Copping; Braydon Mans, Alberta Health Services; Paul Smith, Alberta Health; Angela Pitt, Airdrie MLA and host; numerous elected officials, healthcare volunteers, emergency services personnel, AHS personnel

Report and Preamble:

Minister Copping invited participants to register in engagement sessions and join these meetings to bring perspectives as community leaders to discuss what's working well in our healthcare system and where there is a need for improvement. It was an opportunity to share the successes and challenges in the provincial healthcare system with government and AHS leadership.

Minister Copping opened with an enthusiastic presentation on the value and importance of these engagement sessions. Highlights and talking points included:

- Increased demand on the healthcare system from more people moving to Alberta, an aging population, and the opioid crisis in our province
- We have a tired workforce, leaving jobs with no replacements for them; having enough staff would solve a lot of problems, but not all problems
- ER visits increased by 30% in 2021
- Closed beds in rural hospitals have a big impact on service level even though it is only 5-6% that are closed
- The focus needs to shift to keeping people out of the hospital
- We are learning from other countries who have the top healthcare systems in the world
- Hundreds of millions being allocated to all sectors of healthcare; input needed on where the funds need to go/be; they might not be going to the right places
- Need to support innovation and try things until they get them right; don't be afraid to try the new things and try good ideas and suggestions
- Need for continuing care beds will increase by 60% over the next decade; 1500 beds were added in 2022, normal is 800 per year. About 20% of the people do not need to be in continuing care, focus is to get people home.
- Want to take good ideas and implement now/asap; an example is province is now using private surgical facilities for cataract surgeries – still paid for by province, but getting the less complex surgeries out of hospitals
- New surgical suites are being opened in rural healthcare facilities
- A central assessment, triage, and booking system will take time but will address the long wait lists for surgeries, which is currently 12 months for some surgeries
- The Ministry is implementing an ongoing feedback mechanism – two-way system
- The Ministry is looking to implement better communication with local leaders – increasing information communication in real time with the mayor/reeve and CAO of communities; information should not be a surprise to local leaders

The group then split into five groups and went through four questions (attached) over 1 hour 15 minutes that was allotted for this exercise. The groups wrote their responses on flip charts and then presented them to the group. The information was taken by the Ministry to compile and put in the "What We Heard" report that will be created from these engagement sessions.

I encourage Council to read and review attachments "Provincial Health Tour" and the "Engagement Tour Updates" that provides great information and the overview of the sessions that were presented by Minister Copping.

Provincial Healthcare Conversations – Community

Airdrie

September 28

Personal reflections

Please provide your personal reflections on the three questions discussed at today's session. This form is completely confidential. Provide your comments below and leave the form at your table; it will be collected at the end of the session. Thank you.

1. What is our healthcare system doing well?

2. What challenges currently exist within our healthcare system?

3. In addition to what is currently being done, how can we better address those challenges?

4. What can you do to improve the provision of healthcare in your community?



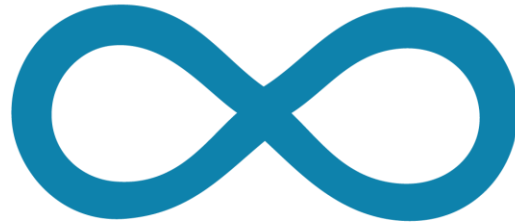
Provincial Health Tour

September 22, 2022

WELCOME

Olds





Agenda

- Welcome & Introductions
- Setting the Stage
- World Café – Discussion
- Debrief and Wrap-Up
- Next steps

Goals

- Engage partners and stakeholders
- Share current approach and priorities
- Discussion on current state and future opportunities
- Identify additional solutions
- Celebrate successes

Health Commitments

Our 2022-25 Health Business Plan includes three main outcomes:

- An effective, accessible and coordinated health care system built around the needs of individuals, families, caregivers and communities, and supported by competent, accountable health professionals and secure digital information systems.
- A modernized, safe, person-centred, high quality and resilient health system that provides the most effective care now and in the future for each tax dollar spent.
- The health and well-being of all Albertans is protected, supported and improved, and health inequities among population groups are reduced.

What's Working

What's Working

We're improving cancer care

Construction on the new, \$1.4-billion Calgary Cancer Centre is ongoing and expected to be complete in 2022 with an opening scheduled for 2023.

The extensive scope and integration of cancer care services will make it one of the most comprehensive cancer centres in the world.

Integrated research across the spectrum will further optimize care with focus on prevention, early detection, precision medicine and psychosocial care.

The Calgary Cancer Centre will include both inpatient and outpatient services.

- More than 100 patient exam rooms.
- 160 inpatient unit beds.
- More than 100 chemotherapy chairs.
- Increased space for clinical trials.
- 12 radiation vaults, with three more shelled in for future growth.

What's Working

We're improving cancer care

The new Grande Prairie Regional Hospital, which opened in late 2021, introduces radiation therapy treatment to northern Alberta.

Local and area cancer patients no longer need to travel more than 900 km round trip to receive radiation therapy.

About 20 patients receive treatment every day.

“Having treatment in Grande Prairie just makes everything more normal. My family is close by, and they are able to help support me if needed.”

— Dorene Binks
Grande Prairie resident

What's Working

We have great people

- 112,300 direct employees, 9,000 physicians and 9,100 volunteers serving 4.5 million Albertans.
- Our people deliver safe, high-quality patient- and family-centred care every day.
- They have gone above and beyond during 2.5 years of the COVID-19 pandemic, a time of unprecedented pressure on the health system.



Challenges

Increased demand for health services

- In the second quarter of 2021-22, there were 490,383 emergency department visits provincially, a 12 per cent increase over the same quarter of 2021.
- The pandemic put additional demand on Health Link. The service fielded 890,000 calls in 2019-20; that increased to 2.3 million calls in the first year of the pandemic.
- There were 589,000 EMS events in 2019-20, and more than 672,000 in 2021-22, a 14 per cent increase.

Challenges

Health system under strain

- Total surgical wait list for adults sits at approximately 73,450. In February 2020, before the pandemic, our total wait list was 68,000.
- The healthcare system — and in particular, Alberta's busiest 16 urban hospitals — often run at or near capacity. This has been the case for many years. For example, in 2018, the average occupancy of those same hospitals was 99 per cent, and in 2015, the average occupancy was 97 per cent.
- AHS makes every effort to secure staff and physician coverage before taking steps to reduce the number of beds and/or care spaces in any of our facilities. Temporary reductions are a last resort. Temporary reductions may occur due to staff and physician vacations, illness of staff or physicians, or scheduled upgrades and construction projects.
- In some cases, AHS has made the decision to temporarily close some acute care inpatients beds in order to support caring for the increasing number of COVID-19 patients.

Tired workforce

The COVID-19 pandemic has had an impact on staffing because reassignment of staff to areas of high need, redeployment within and across zones, and a depletion of the available pool of casual staff which have been moved into COVID-related positions.

This isn't just an AHS phenomenon and is happening in health systems across Canada during the pandemic.

Challenges

Emergency

Emergency department wait times are a systemic issue related to capacity.

- There were more than 1.5 million visits to Alberta emergency departments in 2020-21.
- In the first nine months of 2021-22, the number of visits had already hit more than 1.5 million.

Addressing emergency department flow takes a whole-of-system approach. We're tackling this in a number of ways, including:

- Increasing funding for home care;
- Providing more care outside of emergency departments through innovative approaches such as community paramedicine programs;
- Working with stakeholders to find longer-term solutions.

Challenges

Service Disruptions in Small Sites

- We are experiencing more temporary service disruptions at some of our rural healthcare sites. This is to be expected, given the impact the pandemic has had, and continues to have, on our workforce.
- We acknowledge that any service disruption or temporary closure causes concern in those communities that are impacted.
- AHS makes every effort to secure staff and physician coverage before reducing services and/or beds. Temporary reductions are a last resort.
- Temporary reductions may occur due to staff/physician vacations, illness, or scheduled upgrades and construction projects.
- AHS ensures that we engage with local stakeholders so that they are aware of any service disruptions in their community, and understand mitigation plans in place.

Solutions

We're building capacity across the health system

AHS is adding 50 ICU beds across the province in 2022 — 36 are now operational, with another 14 coming on stream by the end of September 2022.

We're adding EMS resources.

- 10 new ambulances will be operational (five in Calgary and five in Edmonton) by Sept. 26, 2022. This is in addition to nine ambulances added in the two cities in June, and extra hours of coverage in Okotoks and Chestermere added in August.
- New staff have also been hired to support the new vehicles. AHS has hired 40 new primary care paramedics: 20 each in Calgary and Edmonton, and this augments an additional 40 paramedic positions that AHS EMS hired in the spring of 2022.

Solutions

We're transforming the system

Care is moving:

- From an illness focus to a **wellness** focus.
- From single-provider care to **team**-based care.
- From physician-focused to **patient- and family**-focused.
- From hospital-based care to **community**-based care.
- Health Plan 2022-25 serves as a foundation to continue this work.

We're retaining, attracting and training healthcare professionals

Timeframe	Actions
Long term	<ul style="list-style-type: none">• Train our own
Medium term	<ul style="list-style-type: none">• Immigration
Short term	<ul style="list-style-type: none">• Leverage scope• Process improvements

Budget 2022

This year's Health budget is \$22 billion – and anticipated to increase by \$600 million a year for the next three years.

Some areas of investment include:

- \$64 million increase to EMS budget
- \$60 million in new funding over three years, to expand recovery-oriented support for people experiencing addiction and mental health issues
- \$3.7 billion for continuing care, community care and home care programs.
- \$3.5 billion over three years in capital funding for health facilities, equipment and IT systems across the province.

The Health Capital plan also includes \$45 million over three years for the Rural Health Facilities Revitalization Program.

Capital Plan

Budget 2022 includes \$3.5 billion over three years in capital funding to ensure Albertans have access to modern health facilities, equipment and IT systems.

We are investing:

- \$2.2 billion for new and ongoing health care projects and programs;
- \$474 million for capital maintenance and renewal of existing health care facilities;
- \$87 million for health department IT projects; and
- \$758 million for AHS self-financed capital, for parkades, equipment and other capital requirements.

EMS

We know response times are too long, staff are experiencing fatigue and burnout, and hospitals are strained and pushing capacity.

We have been taking steps forward to address these systemic issues:

- We have guaranteed funding for helicopter air ambulance operators including STARS, HALO and HERO.
- AHS and Alberta Health continue to work with staff and community partners on the EMS 10-point plan and the larger EMS service plan.
- The Alberta EMS Provincial Advisory Committee is developing recommendations to address EMS system pressures.
- An independent review of the dispatch system is expected to be completed this fall.

Continuing Care

Recent data projects a 62 per cent increase in the need for continuing care over the next 10 years.

To meet the rising needs of an aging population, we are investing capital funding to modernize and increase continuing care capacity, including:

- \$204 million over three years to modernize existing continuing care facilities and create additional continuing care spaces.
- \$91 million over three years to complete the Bridgeland-Riverside Continuing Care Centre in Calgary that will accommodate about 200 residents and deliver day programs and services.
- \$142 million over two years for the Gene Zwozdesky Centre in Edmonton to add 145 new spaces and renovate 205 existing spaces to accommodate 350 continuing care residents with complex needs.

Continuing Care

Some of our actions to-date include:

- Adding 1,500 new continuing care spaces for people waiting in hospital.
- Adding a million more hours of home care, to keep patients out of hospital and living in their own homes.
- Working on a new, modern legislative framework.
- Delivering on a \$20 million over four years for palliative and end-of-life care, including \$5 million for 2022-23.

Government also conducted a review of continuing care homes and publicly released the Facility Based Continuing Care (FBCC) review final report in Spring 2021 that included 42 recommendations for system-wide change.

We continue to look at innovative ways to provide Albertans with more choices of continuing care services, with a focus on increasing home and community care services and supports.

Alberta Surgical Initiative

Alberta is moving forward with a rapid action plan to transform Alberta's surgical system by putting patients first.

We're funding more surgeries, including 8,000 more cataract removals and 6,000 more hip and knee replacements, which are our two longest wait lists, and spending \$130 million to add more operating rooms in hospitals across the province.

We have also hired a new independent surgical recovery lead to help transform and strengthen surgical services. Several new RFPs are building our surgical capacity in contracted surgical facilities, including central, south zones.

We promised Albertans that every scheduled surgery would be done in a clinically acceptable time by 2023 – It may take longer to get there, but we will get there.

ICU and Acute Care Capacity

Alberta is adding 50 new permanent fully staffed ICU beds to expand health-care capacity in order to prevent the system from becoming overwhelmed. The first 19 opened in May.

Alberta now has 195 adult general ICU beds across the province, up from 173 before the pandemic. Over three years, AHS will boost its ICU capacity to 223 beds across all AHS zones.

AHS had filled 250 positions to support the new beds, including nurses, allied health professionals and pharmacists, as well as clinical support service positions such as diagnostic imaging and service workers and plans to recruit to fill another 425 clinical and support service positions.

Solutions

MRI & CT

- Alberta Health has invested \$33 million for Alberta Health Services (AHS) to improve access to CT and MRI diagnostic imaging healthcare services.
- In 2021, AH and AHS developed an aggressive three-year action plan to reduce wait times, and AHS has taken immediate steps to implement it, ensuring Albertans have more timely access to CT and MRI services.
- Initial progress was made with improved CT and MRI wait times and decreased the number of patients waiting, however we are seeing impacts to imaging wait times due to the COVID-19 pandemic and associated increased demand in emergency and inpatients.
- AHS performed additional 45,000 CT and 30,000 MR exams in 2021/22 which resulted in an overall reduction in provincial wait times in accordance with our CT and MR Implementation Plan.

Mental Health and Addiction Supports

We are building a comprehensive recovery-oriented system of care by:

- Exploring and expanding treatment and recovery supports for opioid use disorder.
- Establishing new publicly funded addiction and mental health treatment spaces, including the introduction of recovery communities.
- Eliminating user fees for publicly funded residential addiction treatment services.
- Enhancing youth mental health hubs so youth in Alberta have ready access to prevention, early intervention and clinical treatment supports.

We have now funded over 8,000 annual treatment spaces and provided access to the Digital Overdose Response System.

People: Investments in rural healthcare

AHS partnered with the Rural Health Professions Action Plan to promote the Rural Education Supplement and Integrated Doctor Experience (RESIDE) program.

- RESIDE is designed to address challenges in physician distribution and patient access to health services in rural and remote areas by supporting new-in-practice physicians to explore living and working in rural Alberta.
- Anesthesiology income guarantee program at the Red Deer Regional Hospital Centre, the Northern Lights Regional Health Centre in Fort McMurray, and the Cold Lake Health Centre provides financial incentives to support recruitment, retention and reinforce the staffing model.
- National and international recruitment advertising campaigns are ongoing to attract new nurses to the province with a special focus on rural Alberta and critical areas such as intensive care.

People: Hiring more people

Since the pandemic started in February 2020, AHS has 370 more staff working in our emergency departments — and, since April 2018, more than 800 more staff.

AHS has also added:

- More than 300 paramedics.
- More than 1,400 registered nurses.

People: Workforce strategies

Through its Integrated Workforce Action Plan (IWAP), AHS continues to build its ability to recruit, retain and engage our talented workforce.

AHS is actively recruit using multiple strategies, including international recruitment campaigns in the US and UK, and working with several post-secondary institutions to provide practicum supports within rural and remote communities.

Partner support and engagement is key to the success of this strategy, and AHS is working closely with Alberta Health, Alberta Advance Education, the Rural Health Professionals Action Plan, unions, and post-secondary institutes.

People: Collective agreements

AHS has ratified new collective agreements for the term of April 1, 2020 to March 31, 2024 with UNA and AUPE-Auxiliary Nursing

- The new collective agreements includes modest increases over four years and a 1% COVID recognition lump sum for 2021.

In addition, AHS has agreed to work together with both unions in an effort to address recruitment and retention of nurses to remote and rural communities.

AHS continues to negotiate collective agreements with Health Sciences Association of Alberta (HSAA) and AUPE-General Support Services, moving into voluntary mediation.

Tentative agreement with AMA.

What We Heard

What We Heard

Challenges

- Recruitment / retention of healthcare workers and physicians
- Access – care and service is excellent but gaining access can be challenging
- Workforce – burnout and stress
- Org structure – a need for more local decision-making

What We Heard

Opportunities and successes

- More incentives and 'grow your own' initiatives
- Expand virtual care options to improve access and reduce travel
- More engagement opportunities – hear the voice of local staff and stakeholders
- Increase community partnerships
- More investment in primary care

Actions We Are Already Taking

Actions We Are Already Taking

Communications and engagement

- What We Heard summaries distributed to all participants
- Newsletter with follow-up content, another issue is being drafted now
- Health conversation with Rural Municipalities of Alberta and Alberta Urban Municipalities Association
- AHS and rural communities working together to improve service change notifications

Looking Forward

Looking Forward

We need to reinvest in family medicine and develop a new strategy for primary care overall.

We will continue to find ways to support system recovery so we can get back to providing normal volumes of surgeries and other care.

And we will work with stakeholders to make meaningful change to build a stronger system, with more capacity and better access than before COVID.

Your input here today, is part of this work.



Alberta Health Services (AHS) is entering a new era of transformation and innovation.

Health Plan 2022-25 is the roadmap for this exciting journey.

At the heart of this health plan are **10 priorities** that align with direction from the Minister of Health, and reflect feedback from patients, clients and families who have received care from AHS.

AHS' 10 Priorities

- Alberta Surgical Initiative
- EMS 10-Point Plan
- Mental Health and Addiction Recovery
- Public Health & Pandemic Response and Recovery
- Digital Health Evolution and Innovation
- Rural Initiatives and Engagement
- Continuing Care
- Workforce Recruitment and Retention
- Quality and Patient Outcomes
- Sustainability

AHS by the Numbers



106 Acute
Care Hospitals



602,300
EMS Events



6.58 Million
Outpatient Visits



46,600
Births



Five
Standalone
Psychiatric Facilities



1.55 Million
Emergency
Department Visits



2.5 Million
Total Hospital
Days



737,200
Cancer Patient
Visits



108,600
Employees



9,000
Physicians



12,200
Volunteers



4.4 Million
Albertans

Local Stats – Olds



13,091
residents
in 2020

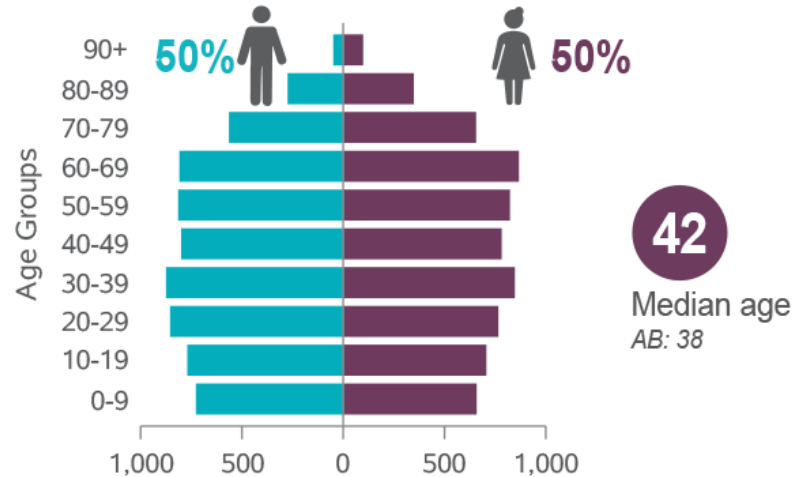
▲13%
since 2010



3%

of the Zone's population lived here

By 2030, the population
is expected to increase by **13%**



30-39 year olds
were the largest age group,
13% of our population
AB: 30-39 year olds (17% of pop.)



21%
of residents were **65+**
up **43%** since 2010
AB: 14%

20%
children or youth
17 years and under
AB: 22%

By 2030, **26%**
of the population
will be **65+**
AB: 18%

Diverse Populations, 2016

4%

of our population
identified as
Indigenous
AB: 7%



First Nations, **31%**
Métis, **67%**
Inuit, **0%**



8%

of our population were
immigrants
(7% in 2011)
AB: 21%

30%

recent immigrants
(2011-2016)
compared to
2% from 2006 to 2011
AB: 25%

4%

of our population
know English & French
AB: 7%



English only: **96%**
French only: **0%**
Neither English nor French: **1%**



1. Alberta Surgical Initiative

Implementation of the Alberta Surgical Initiative, ensuring that, by 2025, all Albertans receive their scheduled surgeries within clinically appropriate wait times.



2. EMS 10-Point Plan

Implementation of the EMS 10-Point Plan, designed to improve EMS services and availability, especially in rural and remote communities.



3. Mental Health and Addiction Recovery

Mental health and addiction recovery, which includes adding AHS-managed treatment spaces, and expanding in-person and virtual recovery-oriented programs and services.



4. Public Health and Pandemic Response and Recovery

Public health and pandemic response and recovery, which involves adding acute care spaces (ICU beds), supporting continued access to vaccines and treatments for COVID-19, and establishing specialty clinics to support Albertans with ongoing COVID-19 symptoms.



5. Digital Health Evolution and Innovation

Digital health evolution and innovation, including the ongoing rollout of Connect Care and continued expansion of virtual health to support more community- and home-based care, programs and services.



6. Rural Initiatives and Engagement

Rural engagement and rural initiatives, to strengthen partnerships with rural communities, to better support the rural healthcare workforce and to better meet the unique needs of Albertans living in non-urban communities.



7. Continuing Care

Continuing care, increasing the number of continuing care spaces and living options, expanding home care hours, and shifting reliance from facility- to home-based care when appropriate.



8. Workforce Recruitment and Retention

Workforce recruitment and retention, which involves supporting our current workforce following more than two years of pandemic response, as well as recruiting and retaining needed healthcare workers.



9. Quality and Patient Outcomes

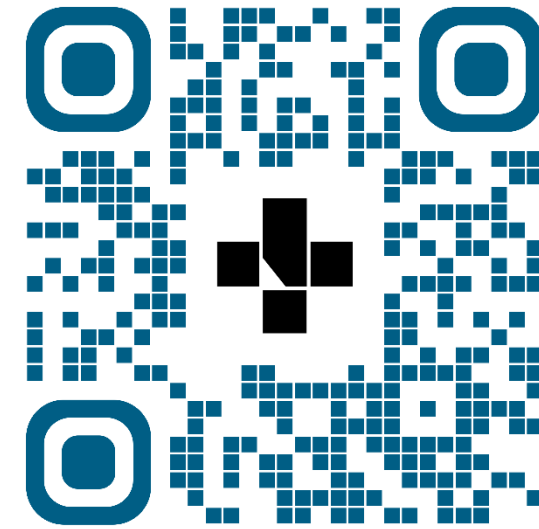
Quality and Patient Outcomes, ensuring patient safety and high-quality care are maintained and enhanced during a period of transformative change in the organization.



10. Sustainability

Financial sustainability, ensuring AHS is run efficiently, with Albertans getting full value for every health dollar.

THANK YOU



For follow up, please contact
community.engagement@ahs.ca



Fwd: Health Engagement Tour Updates - September 2022

1 message



Health Engagement Tour Update

Your Update from the Ministry of Health and Alberta Health Services

▼ MESSAGE FROM MINISTER COPPING

Primary care crucial to Alberta's healthcare system

As I continue visiting Albertans across the province, I enjoy hearing what you think is going right in our health care system and what isn't.

I'm most encouraged by the ideas and solutions being brought to the table by each participant that might improve our system.



JASON COPPING
Minister of Health

I'm bringing senior staff from my department and AHS to communities around the province to hear what Albertans need from their healthcare providers and how we can make it happen. We're already working on some specific suggestions.

Over the past few weeks, I met with healthcare workers and community leaders from Bassano, Claresholm and Cardston, as well as in Stettler, Rimbey and Olds. I'm also meeting with many other municipal leaders from across Alberta during the Alberta Municipalities conference. Their insight will significantly add to the feedback we are gathering on this province-wide tour. While many of these areas have very similar issues, the solutions to fix them can often vary.



Garth Rowsell, MLA for Vermilion-Lloydminster-Wainwright, far left, and Health Minister Jason Copping, centre, prepare for a site visit at the Stettler Hospital and Care Centre.

One thing I am hearing is that people, especially rural Albertans, want more local-decision making; they understand the value of an integrated system that manages on the scale of the whole province, in areas like procurement and basic standards for quality and access. But exactly how to manage services in Lethbridge or Whitecourt or Cardston has to be decided by people in Lethbridge and Whitecourt and Cardston, and it's not going to be the same as in Edmonton or Calgary. So we need to get the balance right between local and provincial decisions.

A related question is about the funding and management of primary care, including the Primary Care Networks. We need to increase access to family physicians and primary care everywhere, especially in smaller communities; the PCNs are a great platform to do that. We need to reinvest in the PCNs and in primary care generally. And we need to get the balance right between provincial goals and standards and room for local initiatives to meet local needs and priorities.

We need to
increase access to
family physicians
and primary care
everywhere.

To inform the necessary changes, I announced the forming of Expert Panels for Modernizing Alberta's Primary Care System (MAPS). These experts will provide valuable insight from across Alberta, Canada, and the world on how we might be able to provide better preventative health care and ease the extraordinary burden that is on our acute and emergency health care systems. The goals of the panels are to help ensure access to quality, timely, and appropriate care options that provide seamless integration to other health, social, and community services.

By making Albertans meaningful partners in achieving their health and wellness goals, we can leverage innovations in healthcare to provide world-class care while providing culturally safe and appropriate care, especially for the First Nations, Métis, and Inuit people of Alberta.



Thank you to everyone who has participated in the rural health tour so far. While the feedback you gave isn't quite ready to be shared like the links in this edition, we will make sure there are links to them in the next edition of the newsletter. Our engagement tour isn't over yet, and the window to provide your feedback is far from closed. You can reach out at any time by sending me an email with the subject line HEALTH ENGAGEMENT TOUR to health.minister@gov.ab.ca.

▼ MESSAGE FROM AHS BOARD CHAIR AND INTERIM PRESIDENT AND CEO

Let's talk about healthcare

We are back on the road!

The Health Engagement Tour — which visited nine communities in three Alberta Health Services (AHS) zones this past June and July — started its second leg this month and will continue until mid-October.



GREG TURNBULL
AHS Board Chair



MAURO CHIES
Interim AHS CEO

The goals of this tour have not changed as we move into fall. Once again, we are visiting Albertans where they live and work, and asking them about the direction of AHS and how we can improve care, especially in their communities.

At the time of writing, we've visited six communities this month.

The sessions continue through Oct. 12.

We want to ensure the priorities outlined in the AHS 2022-2025 Health Plan align with what matters to Albertans.



AHS Board Chair Gregory Turnbull, left, discusses healthcare in Bassano with community partners.

We are hearing about the unique healthcare challenges in our rural communities.

We are also hearing that Albertans acknowledge the benefits of a centralized, provincewide model of healthcare delivery but also the need for more local decision-making authority on matters of local concern.

The feedback we're receiving during the tour suggests we're on the right track, and we're pleased to be able to talk about progress we're making in the areas of surgical wait-lists, EMS response times, workforce recruitment and retention, and our ongoing pandemic response and recovery.

If you are unable to meet with us in person, we encourage you to share your thoughts in an email.

Please send to community.engagement@ahs.ca

▼ **PRIORITY: PUBLIC HEALTH &
PANDEMIC RESPONSE AND RECOVERY**

Taber now offers water-immersion birthing option

Expectant patients accessing midwifery services in Taber now have the option of midwife-supported water immersion births at the Taber Health Centre.

With the addition of water immersion facilities and additional staff training, the Taber Health Centre became the first site in the South Zone of Alberta Health Services to offer the midwife-supported service this past August. Water immersion means at least part of labour or delivery, or both, happens in a pool of warm water.

Leading-edge cardiac procedure hits milestone

A team of Edmonton cardiac experts is celebrating a milestone a dozen years in the making: 1,000 patients in the city have undergone a leading-edge cardiac procedure known as TAVI.

Transcatheter aortic valve implantation, or TAVI, is used to treat patients with severe aortic stenosis, which blocks the aortic valve of the heart causing shortness of breath, chest pain, dizziness, fatigue, and can be fatal if left untreated.

Doctors insert a manufactured valve through a catheter inserted into a blood vessel and into the heart, replacing a patient's failing aortic valve.

In Edmonton, the TAVI procedure was first performed in 2010. It is a treatment option for patients for whom traditional open-heart surgery is deemed too risky.

"The TAVI procedure doesn't require a sternotomy, it doesn't require an ICU stay or lengthy hospitalization, the risk of stroke is lower. Overall, it's amazing technology," says interventional cardiologist Dr. Benjamin Tyrrell.



Dr. Benjamin Tyrrell, an Edmonton-based cardiologist and program director for the TAVI program, examines Rick Kilbourn, the 1,000th patient to undergo the procedure in Edmonton.

“TAVI patients can resume normal activities within days, with no need for rehabilitation therapy. It eliminates a huge strain on the patient and their families, and on the healthcare system.”

This past spring, Rick Kilbourn became the 1,000th patient to undergo the TAVI procedure in Edmonton. He had open heart surgery to replace a valve in 2004. When that valve started to fail, his doctor recommended a TAVI procedure.

Kilbourn was released from the hospital the same day he had his TAVI procedure. He says his recovery has been

significantly easier than recovering from open heart operation.

“It was unbelievable,” Kilbourn says. “I can’t believe what doctors can do these days.”

Airdrie urgent care resumes 24/7 coverage following recruitments

The urgent care centre at the Airdrie Community Health Centre resumed 24/7 hours of operation in August following the recruitment of four new physicians.

Additionally, more than \$1 million in new funding will add staffing and three new care spaces to further improve and enhance urgent care services in Airdrie.

The community’s urgent care centre currently sees and cares for between 130 and 140 patients every 24 hours.

The addition of the three new care spaces will bring the capacity to 16 treatment spaces.

Stabilizing, strengthening primary healthcare

Alberta should be a place where access to a family physician or primary health care provider should be available to anyone who needs it, no matter where they live in the province. To achieve this, we need to look at modernizing primary healthcare and easing pressures on our hospitals as we emerge from the pandemic. This is why we are introducing Modernizing Alberta's Primary Health Care System (MAPS).

Making meaningful change starts with bringing Alberta's primary healthcare leaders and national and global experts together to identify immediate and long-term improvements to strengthen the primary healthcare system.

Three advisory panels have been tasked with the initial piece of work that will identify primary healthcare improvements in the short-term as well as over the next five to 10 years.



All Albertans should have access to a family doctor or a primary care physician where they live. This is the goal of MAPS: Modernizing Alberta's Primary Health Care System.

A Strategic Advisory Panel made up of local primary healthcare leaders, patients and experts will recommend an overall strategy to improve primary healthcare. An International Expert Panel made up of national and international experts will inform the work of the Strategic Advisory Panel. An Indigenous Panel of Indigenous health experts will ensure Indigenous voices and wisdom are integrated into the initiative.

MAPS will have a particular focus on addressing challenges Indigenous and rural Albertans face when trying to find a family doctor or other primary healthcare provider.

Working closely with the Alberta Medical Association, Primary Care Networks (PCNs) and other primary healthcare leaders across the province, the panels will address major issues, identify key areas for improvement, and recommend both new opportunities and ways to ramp up existing strengths in the system. A final report with a recommended strategies will be finalized in spring 2023.

▼ PRIORITY: WORKFORCE RECRUITMENT AND RETENTION

AHS, AUPE-GSS reach new four-year agreement

Alberta Health Services (AHS) and the Alberta Union of Provincial Employees (AUPE) – General Support Services (GSS) have ratified a new collective agreement.

The four-year agreement expires on March 31, 2024, and sets out the terms and conditions for over 32,000 healthcare workers. The new collective agreement includes increases totaling 4.25 per cent over the length of agreement and a one

per cent COVID-19 recognition payment for the calendar year of 2021. In addition, AHS and AUPE-GSS have agreed to partner on work to address recruitment and retention to remote and rural communities.

Three new physicians recruited to North Zone

Residents in two northern Alberta communities now have improved access to primary care with the recruitment of three new family doctors.

In Wabasca, Dr. Mohammad Khan began practising at the Bigstone Wabasca Medical Clinic this past May, and Dr. Glory Chukwuma began practising at Wabasca-Desmarais Health Care Centre and the Golden Opportunity Medical Clinic this past June.

In Whitecourt, Dr. Osayande (Tesh) Oteghokpen is providing care at Life Medical Clinic.

All are accepting new patients.

Change to help Cold Lake physician availability

Health Minister Jason Copping has changed the designation of the Cold Lake Healthcare Centre in an effort to reduce disruptions to patient care caused by physician unavailability.

The facility's designation is being changed from rotation duty (because it exceeds 25,000 annual visits) to callback.

This change will enable Cold Lake physicians to receive a callback fee for emergency work, which is expected to improve physician recruitment and retention in the community. Eleven other AHS sites with 25,000+ visits are also designated callback facilities.

▼ PRIORITY:
ALBERTA SURGICAL INITIATIVE

Annual cancer surgery numbers are up

12.5 per cent increase over pre-pandemic levels.

Alberta's cancer surgery program is operating at nearly 115 per cent of pre-pandemic surgical volumes, with a larger proportion completed within a

clinically appropriate time frame.

In the 2021-22 fiscal year, Alberta Health Services (AHS) completed about 22,500 cancer surgeries, and 70 per cent of those were completed within clinically recommended wait times.

The number of surgeries represents a 12.5 per cent increase over pre-pandemic levels, when AHS completed 20,000 cancer surgeries (approximately 60 per cent within clinically recommended wait times) in 2018-19.

"Cancer treatment and care remains one of our highest priorities, and these procedures were prioritized throughout the pandemic to make sure that those who have the most urgent need go first," says Dr. Lloyd Mack, Medical Lead for Cancer Surgery Alberta.



VIDEO: Cancer centre to ‘re-envision how we work together’

The Calgary Cancer Centre is more than a new facility; it represents a new, integrated approach to cancer care, according to the medical professionals who will work there. Construction on the \$1.4-billion centre is expected to be complete this year, with the first patients welcomed next year.

More surgical options coming for Albertans

As part of the Alberta government’s commitment to expanding healthcare system capacity and provide Albertans with better value for their healthcare dollars, Alberta Health Services (AHS) has invited chartered surgical facilities in central and southern Alberta to submit proposals to support additional surgeries. The contracts would increase capacity for hip, knee and other general surgeries to include 1,350 more surgeries in AHS Central Zone and another 1,250 more in the South Zone.

Chartered surgical facilities are public healthcare. The province pays for the procedures and they follow the same safety and professional standards as any hospital. Chartered surgical facilities have been offering publicly funded surgeries since the 1990s in Alberta. Now, more provinces are making use of chartered facilities in their communities to deal with ballooning surgery wait times after the pandemic. Twenty per cent of surgeries in Alberta were performed in chartered facilities in 2021-22 — that’s about 55,500 surgeries.

This boost means many Albertans will be able to receive publicly funded surgeries closer to their home communities, which could include locations such as Red Deer in the Central Zone, and Lethbridge and Medicine Hat in the South Zone. Moving more of the orthopedic and other general surgeries into chartered surgical facilities will free up operating room space in hospitals to provide more complex surgeries.

Main operating room surgical suite hours have been increased at hospitals. Budget 2022 provides \$133 million over three years to expand and build new operating rooms in

hospitals across the province, including in Calgary, Edmonton, Edson, Grande Prairie, Lethbridge, Medicine Hat and Rocky Mountain House.

▼ PRIORITY: EMS 10-POINT PLAN

Staff, hours added in Okotoks, Chestermere

Alberta Health Services Emergency Medical Services (AHS EMS) has added additional paramedic staff and increased ambulance hours to better serve patients

in Okotoks and Chestermere.

Ambulance coverage in both communities will now be available, locally, 24 hours daily. Previously, ambulances from surrounding areas have served the community outside of coverage hours.

As of Aug. 15, eight new paramedics have started working in Okotoks and Chestermere. This additional suburban coverage is being bolstered by nine additional ambulances that are now serving patients in Calgary and Edmonton, helping to relieve some pressure on EMS, and reducing demand on EMS support from neighbouring communities.

“We’ve been steadfast in our goal of adding capacity to the system,” says

Darren Sandbeck, Chief Paramedic and Senior Provincial Director, AHS EMS.

These ambulances have been funded through \$16 million included in the current Government of Alberta budget.

WE WANT TO HEAR FROM YOU: Email Health.Minister@gov.ab.ca

You can [subscribe](#) or [unsubscribe here](#).



Small Communities Committee **Beyond Viability; The Secret Sauce**

They have been working on Broadband access, Municipal Climate Change Action (Grants), Water and Wastewater Asset Management, and LGFF (more funding), The Future of Municipal Government (fostering a culture of mutual respect and countering negativity), Libraries, and Access to Healthcare (like getting nurse practitioners). Both presidents worked on the 10 point plan.

PANEL: The secret sauce for success:

- Community Champions: People in stores and throughout the town talking positively about the town and what is happening is a powerful attraction. Relationships are important- if you are not building up, you are tearing down.
- Engaging the Public: Positivity! Local investors, service clubs- ask them! Engage the gas stations to provide positive feedback to visitors. Do local tours to tell people about the community. Teach residents the community history.
- Edgerton: They had 20 years with nothing built. No one would come. They did their own housing corporation and built 6 houses, then sold it (as planned) when it proved successful, and have 36 houses finished in the development.
 - Edgerton is fortunate to have a large underground high quality water aquifer which attracted a brewery with a private Fire and Emergency service!
 - A huge obstacle they surmounted was not having the usual sewer treatment! Government didn't want to agree! Their unique wastewater system utilizes their 40 feet of sand for rapid sand filtration with wells to monitor its effectiveness.
 - They now have a K-12 school with child care, a skating and curling rink, golf and a horse track! Edgerton was on *Still Standing* without asking to be on it- the province sent them!
- ICE: Irma, Chauvin and Edgerton- (then Mannville, which made it MICE). They shared short term support for each other with wastewater operators, who didn't want to at first. but after seeing the success it grew. Talk with your neighbours in the visioning stage and do something fun with them to get things moving.
- Shared administration: Silver Sands, West Cove, and South View share a CAO.
- Core Infrastructure and Assets: Water, sewer, roads. FCM and AB Munis have free asset management program.
 - Silver Sands needs to switch existing properties along the lake to sewer from septic tanks because of accumulating damage to the water. It will cost each property \$8,000. To \$10,000. To hook up to the sewer.

COUNCIL/CAO Relationship:

- CAO: Right fit? Someone to carry on when he/she is away? Mentors others?
- Micromanaging loses the most CAOs. Let administration administrate.
- Administration needs to do the prescribed process to get things done through the government. Council has a political role that can add value and impetus by working together to help administration to accomplish municipal goals.

Council Relations: It's not about you, it's about the community. If you are not building relationships you are tearing them down. Positivity, confidentiality.

- When people ask about something, just say: Thank you for bringing that up. Please contact administration, and I'll look forward to the followup.- (Then let administration know about the question that is coming.)



REGULAR COUNCIL MEETING Request for Decision (RFD)

Vision: The Place to Grow.

Mission: Creating the Place to Grow.

MEETING DATE: October 11, 2022
SUBJECT: Correspondence and Information
ORIGINATING DEPARTMENT: Legislative Services

BACKGROUND/PROPOSAL:

Correspondence received from other agencies and departments of the Town, which may be of importance and interest, is being provided for Council's review and information.

DISCUSSION/OPTIONS/BENEFITS/DISADVANTAGES

Please find attached:

- Letter from Alberta Justice and Solicitor General Honourable Tyler Shandro
- AHS - EMS Update on 10 Point Plan Implementation

ALIGNMENT WITH STRATEGIC PLAN

2. An Informed & Engaged Community

RECOMMENDATION

That Council accept the correspondence items presented as information.



ALBERTA
JUSTICE AND SOLICITOR GENERAL

*Office of the Minister
MLA, Calgary-Acadia*

AR 52496

September 28, 2022

Dear Mayor/Reeve:

The Government of Alberta is recognizing and endorsing the following International Holocaust Remembrance Alliance working definition of anti-Semitism through an order-in-council.

“Anti-Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Thirty-five countries, including Canada in 2019, endorsed or adopted this definition. Along with Alberta, three other provinces: Ontario (2020), Québec (2021) and New Brunswick (2021) have already endorsed or adopted the definition.

The *Alberta Human Rights Act* prohibits discrimination on the basis of several categories, including race, religious beliefs, colour, ancestry, and place of origin. All forms of racism are unacceptable, and endorsing this definition is just one way Alberta’s government is combating racism, supporting racialized communities, and promoting a safe and welcoming province for everyone.

The Government of Alberta is asking all municipalities across Alberta to consider accepting and amending their bylaws to reflect this definition.

Sincerely,

Honourable Tyler Shandro, KC, ECA

cc: Honourable Ric McIver, ECA, Minister of Municipal Affairs

Update #2 - EMS Update on 10-Point Plan Implementation

We are writing to you today with an update on the progress of the EMS 10-Point Plan.

As AHS EMS continues to manage a sustained and significant increase in 911 calls, its implementation of all items in the [EMS 10-Point Plan](#) is helping to address these continued system pressures, creating capacity within the EMS system.

Progress on each of the initiatives is outlined below, and we continue to update the AHS EMS website.

The EMS 10-Point Plan is one of AHS' critical health priorities. A list of all current AHS priorities can be found here: [Action on Priorities | Alberta Health Services](#).

New ambulances in Calgary and Edmonton

Between January and September 26, 2022, AHS EMS has added 19 new ambulances in Calgary (9) and Edmonton (10). Additionally, extra hours of ambulance coverage were added in Okotoks and Chestermere in August 2022.

New staff have also been hired to support the new ambulances: AHS has hired 40 new Primary Care Paramedics – 20 each in Calgary and Edmonton and this augments an additional 40 paramedic positions that AHS EMS hired in Calgary and Edmonton in the spring of 2022.

Relieving some of the pressure on the EMS system by adding resources in the two largest cities in the province, and the areas of highest demand, is having a positive ripple effect on neighboring communities, as this allows EMS to help retain ambulances in the community where they are based.

Operational changes

These changes assist in creating capacity within the system, by working to free ambulances up for urgent patient care needs and allow EMS to better manage continued high call volume.

EMS continues to divert calls when appropriate, to the Poison and Drug Information Service (PADIS) as part of the initiative to transfer low priority calls. From January to August 31, 2022, 464 calls met the criteria to be diverted to PADIS.

A project in conjunction with Health Link is being established to further refer calls for secondary triage. In the coming weeks work will get underway to assess the staffing, Information Technology and medical protocols related to this initiative. It is estimated this work will evolve throughout the remainder of 2022 and into early 2023. Numerous complexities have emerged that are being managed including IT considerations to ensure calls are not dropped or disconnected, nurses are being engaged for feedback, and protocols are being created to ensure appropriate transfers and follow up mechanisms are in place. Regular meetings are being held between EMS, Health Link 811, IT and leadership to create a rollout plan and specific timeline for this work.

EMS has also ceased the automatic dispatch of ambulances to non-injury motor vehicle collisions. Since the implementation, EMS Emergency Communications Officers have already noted instances where under previous guidelines an ambulance would have automatically been sent. This initiative will become most apparent and effective during the coming winter, likely during major weather events.

The Metro Response Plan (MRP) has been implemented as of March 2022, and since then there have been significant and noticeable improvements in keeping suburban ambulances in their home communities. EMS is continuing to see a significant decrease in suburban and rural ambulances coming into metro areas, which allows for local community coverage to be increased and suburban and rural response times to decrease since this was first implemented in March 2022. For example, before this change the average number of weekly calls for suburban and rural ambulances being called in to the Calgary Zone was approximately 400. Currently the weekly average is approximately 130. In Edmonton prior to the response plan changes there were about 400 outside of community responses per week and currently there are about 290. Further data is still needed to evaluate this change and EMS is monitoring for other impacts it may have.

Related to the MRP, the EMS Pre-empt and Divert initiative has been helping create capacity in the system since it was launched earlier this year. This allows Emergency Communications officers to pre-empt an ambulance from a lower priority assignment and divert it to a higher acuity call when needed. This is continuing to assist in reducing response times to critical patients.

The EMS Provincial Service Plan is being prepared for submission to the Minister. In the spring of 2022, surveys about the current and future state of EMS have been shared to staff, the public, contract service partners and municipal leaders. Due to concurrent and ongoing work by the Alberta EMS Provincial Advisory Council (AEPAC) and the evaluation of dispatch services by a third party, the Minister has approved submission of the draft Service Plan by November 30, 2022.

Pilot Projects

These initiatives, which demonstrate EMS' continued commitment to innovation, help to free up ambulances from regular inter-facility transfer duties in order to focus on urgent patient care.

An EMS pilot project which helps manage non-emergency inter-facility transfers has concluded successfully in Calgary and North Zones and will be expanded. This project transports patients that do not need acute care using means other than ambulances (i.e. family, shuttles, taxi, etc.). Both data and anecdotal evidence shows a positive impact and a reduction in the number of ambulance trips needed for these types of transports however there are more transports that can make use of these resources. A working group has now been formed that will guide the creation of a formal policy to plan expansion of the pilot project to all zones beginning in the fall-winter of 2022/23.

The Red Deer Inter-Facility Transfer (IFT) Pilot Project is progressing. This project focuses on managing low-acuity patient transfers between facilities with dedicated transfer units, freeing up ambulances to handle emergency calls. Modelling for the plan is complete, and EMS is developing several options for bolstering IFT service in the Red Deer corridor to determine impact. A tentative service schedule and timeline for the project has been proposed. Budgets and each of the options will be evaluated this fall. It is recommended at this time the pilot project take place over a minimum of two years, due in part to capital costs and new staff required.

AHS has also been working to implement two AEPAC recommendations as pilot projects in Spruce Grove. These two projects are designed for Medical First Responders (MFR) to both allow Critical Patient Transport when appropriate, and to permit Spruce Grove's regulated and cross trained MFR members to cancel an incoming ambulance when, after assessment, it is determined that the patients does not require a higher level of care, or

transport to a hospital. The Pilot Project will run from September 2022 to March 2023, and data will then be evaluated to determine the outcome of this pilot, and any opportunity for expansion.

Workforce initiatives

These initiatives help improve patient care by boosting supports for EMS staff.

EMS has engaged with contract service partners and has provided the Hours of Work/Fatigue Management project recommendations to mitigate fatigue risk. EMS is continuing to prepare for phase two of this project where additional communities have been identified as needing assistance to mitigate fatigue risk. \$12.2M has been approved to support implementation.

To date, significant work has been done to define fatigue, objectively assess areas where fatigue may pose the greatest risk, and develop recommendations including:

- Making shift scheduling more dynamic and in response to location or station-specific needs.
 - Adopting demand-based scheduling practices so that staffing configurations align with predicted EMS event volumes.
- Adding up to a total of 57 FTE frontline personnel over the next two years across several identified geographical areas to mitigate our most fatigue at-risk resources.
- Transitioning all remaining 24 Hour shifts in the province to structured Core/Flex shifts.

Any or all of the recommendations may be implemented at a site.

Calgary Integrated Operations Centre (IOC) opened on May 11, 2022. This initiative brings paramedic leads and zone and hospital staff together to improve integration, movement of resources and flow of patients. To date, EMS has begun to see a decrease in hospital wait times in part through an increase in transports to Urgent Care Centres. Transports to UCCs tend to result in faster EMS crew turnaround time, and ambulances returning to service faster after transferring care of their patient. This spring, Edmonton expanded the hours of its IOC to further support this work.

Hiring continues within EMS and since January, EMS has hired 202 new employees (from January 1, 2022 – June 30, 2022) including 167 paramedics. Specifically, Calgary Zone has hired 47 paramedics and EMRs since May (May-Aug) and Edmonton Zone has hired 54. Looking over the longer term, in June 2019, 2,569 paramedics were employed by AHS. In June 2022, 3,022 paramedics were employed by AHS. That is 17.6% increase.

EMS continues to have ongoing meetings with some learning institutions regarding hiring of new graduates and potentially expanding future training capacity.

EMS in conjunction with EMS Human Resources and AHS International Recruitment, has launched a public paramedic recruitment initiative with learning institutions in Australia, which currently has more qualified graduates than available jobs. The call for applications is public and provides guidance through the Alberta application and licensing process.

We are working together with our people, our patients and our partners, to ensure our system is robust and sustainable. We thank everyone for their involvement and support, and will continue to keep Albertans updated on this effort.

Sincerely,
Chief Paramedic Darren Sandbeck