



# Village of Marwayne

## Agenda

Regular Village Council Meeting  
 Monday, March 7, 2022 @ 7:00 PM  
 Horton Agencies Board Room/Zoom Video Conferencing

	Page
1 CALL TO ORDER	
2 ADDITIONS	
3 ADOPTION OF AGENDA	
3.1 March 7th, 2022 Village Council Meeting Agenda	
<b>Be it resolved that the March 7th, 2022 Village Council Meeting Agenda be approved as presented.</b>	
4 ADOPTION OF MINUTES	
4.1 February 28th, 2022 Village Council Meeting Minutes	4 - 6
<b>Be it resolved that the February 28th, 2022 Village Council Meeting Minutes be approved as presented.</b>	
5 DELEGATIONS/PUBLIC HEARINGS	
6 KEY STRATEGY: ADDRESSING SERVICE NEEDS	
6.1 Public Works Foreman Report	7
<b>Be it resolved that the Public Works Foreman Report be received as information.</b>	
6.2 Regional Water Operator Report	8
<b>Be it resolved that the Regional Water Operator Report be received as information.</b>	
7 KEY STRATEGY: SAFE & CARING COMMUNITY	
8 KEY STRATEGY: PLANNING FOR GROWTH & CHANGE	
9 KEY STRATEGY: PURSUING OPERATIONAL & ORGANIZATIONAL EXCELLENCE	
9.1 Bylaw No. 585-22	9 - 22
<b>Be it resolved that the Village of Marwayne give second reading to Bylaw No. 585-22 with amendments, being a bylaw to establish an Intermunicipal Subdivision and Development Appeal Board.</b>	
9.2 Bylaw No. 586-22	23 - 33

**Be it resolved that the Village of Marwayne give second reading to Bylaw No. 586-22 with amendments, being a bylaw to establish a Joint Assessment Review Board for the County of Vermilion River, City of Lloydminster, Town of Vermilion, Village of Kitscoty, Village of Mannville, Village of Paradise Valley and the Village of Marwayne.**

10	ADMINISTRATIVE REPORTS	
10.1	Councillor Reports	34 - 35
	<b>Be it resolved that the following Councillor Reports be received as information:</b>	
	<ul style="list-style-type: none"><li>• Northern Lights Library System Weekly Report</li></ul>	
10.2	Chief Administrative Officer Report	36
	<b>Be it resolved that the Chief Administrative Officer Report be received as information.</b>	
11	FINANCIAL	
11.1	Cheque Distribution Report	37
	<b>Be it resolved that the Accounts Payable Invoices being over \$5,000.00 but within budget be approved and authorized to be paid as presented. Be it further resolved that the Accounts Payable Invoices being less than \$5,000.00 but within budget be received as information.</b>	
11.2	Monthly Utility Bill Report	38
	<b>Be it resolved that the February 2022 Monthly Utility Bill Report be received as information.</b>	
12	CORRESPONDENCE	
12.1	Alberta's Broadband Strategy	39 - 62
	<b>Be it resolved that the Alberta Broadband Strategy be received as information.</b>	
12.2	Policing Seminar	63 - 128
	<b>Be it resolved that the information circulated at the March 2nd Policing Seminar in Vermilion be received as information.</b>	
13	CONFIDENTIAL	
14	SETTING OF THE NEXT MEETING	
14.1	March 21st, 2022	





**Village of Marwayne**  
Box 113, 210 2nd Ave N  
Marwayne, AB T0B 2X0  
  
780-847-3962 P  
780-847-3324 F  
marwayne@mcsnet.ca  
marwayne.ca

**Minutes of the Regular Meeting of the Council of the Village of Marwayne**  
In the Province of Alberta, held on Monday February 28<sup>th</sup>, 2022  
Commencing at 7:00 PM via Zoom Video Conferencing

**PRESENT**

Mayor Chris Neureuter  
Councillors Ashley Rainey and Cheryle Eikeland  
Chief Administrative Officer Shannon Harrower

**1. CALL TO ORDER**

Mayor C. Neureuter called the February 28<sup>th</sup>, 2022 Village of Marwayne Council Meeting to order at 7:02 p.m. with all members in attendance except Deputy Mayor R. McDonald and Councillor M. Wood.

**2. ADOPTION OF AGENDA**

**February 28<sup>th</sup>, 2022 Council Meeting Agenda**

**2022-02-16**

**Moved By Councillor C. Eikeland**

Be it resolved that the February 28<sup>th</sup>, 2022 Village Council Meeting Agenda be approved with the following additions as presented:

- **Lloydminster Regional Housing Group and Vermilion River Regional Waste Management Services Commission Meeting Attendance**

**CARRIED**

**3. ADOPTION OF MINUTES**

**February 7<sup>th</sup>, 2022 Council Meeting Minutes**

**2022-02-17**

**Moved By Councillor A. Rainey**

Be it resolved that the February 7<sup>th</sup>, 2021 Village of Marwayne Council Meeting Minutes be approved as presented.

**CARRIED**

**4. KEY STRATEGY: ADDRESSING SERVICE NEEDS**

**Public Works Foreman Report**

**2022-02-18**

**Moved By Councillor C. Eikeland**

Be it resolved that the Public Works Foreman Report be received as information.

**CARRIED**

**Regional Water Operator Report**

**2022-02-19**

**Moved By Councillor A. Rainey**

Be it resolved that the Regional Water Operator Report be received as information.

**CARRIED**



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**5. KEY STRATEGY: SAFE & CARING COMMUNITY**

**2021 In-Kind Contributions**

**2022-02-20**

**Moved By Councillor A. Rainey**

Be it resolved that the 2021 In-Kind Contributions to community groups report be received as information.

**CARRIED**

**6. ADMINISTRATIVE REPORTS**

**Councillor Reports**

**2022-02-21**

**Moved By Councillor A. Rainey**

Be it resolved that the following Councillor Reports be received as information:

- **Northern Lights Library System Weekly Reports**
- **Vermilion River Regional Waste Management Services Commission Meeting Minutes**
- **Pioneer Lodge Meeting Minutes**
- **Lloydminster Regional Housing Meeting Attendance**

**CARRIED**

*Councillor M. Wood joined the February 28<sup>th</sup>, 2022 Village Council Meeting at 7:28 p.m.*

**Chief Administrative Officer Report**

**2022-02-22**

**Moved By Councillor M. Wood**

Be it resolved that the Chief Administrative Officer Report be received as information.

**CARRIED**

**7. FINANCIAL**

**Cheque Distribution Report**

**2022-02-23**

**Moved By Councillor A. Rainey**

Be it resolved that the Accounts Payable Invoices being over \$5,000 but within budget be approved and authorized to be paid as presented. Be it further resolved that the Accounts Payable Invoices being less than \$5000 but within budget be received as information.

**CARRIED**

**Bank Reconciliation Report**

**2022-02-24**

**Moved By Councillor C. Eikeland**

Be it resolved that the January 2022 Bank Reconciliation Report be received as information.

**CARRIED**

**Monthly Utility Billing Report**



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**2022-02-24**

**Moved By Councillor M. Wood**

Be it resolved that the January 2022 Monthly Utility Billing Report be received as information.

**CARRIED**

**8. CORRESPONDENCE**

**Letters to Council**

**2022-02-25**

**Moved By Councillor C. Eikeland**

Be it resolved that the correspondence list be received as information and that the Village of Marwayne send a letter regarding Bill 21, as did the Town of Gibbons.

**CARRIED**

**9. ADJOURNMENT**

Being that the February 28<sup>th</sup>, 2022 Council Meeting agenda matters for the Village of Marwayne have concluded, the meeting adjourned at 7:48 p.m.

**Approved this 7<sup>th</sup> day of March 2022.**

\_\_\_\_\_  
Chris Neureuter, Mayor

\_\_\_\_\_  
Shannon Harrower, CAO



**FEBRUARY PUBLIC**

**WORKS FOREMAN**

**REPORT**

Task	Completed (Yes/No) & Date	Notes
Check & Grade Back Alleys	good	wc
Shovel Municipal Sidewalks (After Each Snow)	ok	wc
Sanding (As Needed)	ok	wc
Review of Water Code Practice & Reservoir Cleaning (Done in 2007/2014/2019)	ok	wc
Building Inspections (What Work needs to be done this year? Are plumbing fixtures working?)	all good	wc
Visual Street Sign Inspections & HWY 897 Signs (Noted in Writing in your Book)	all time	wc
Lagoon Inspection (Remove cattails with backhoe, assess fencing & signs, maintenance of area)	may	wc
Hazard Assessment & Risk Management (Follow up from month prior)	ok	wc
Check Fire Extinguishers (1 Office, 3 Shop, Vehicles, 2 Water Treatment Plant, 1 Fire Hall, 1 Lift Station, 2 Well House & 1 Clinic)	good	wc
Check First Aid Kit for Sticker (Office, Shop, Vehicles and Water Treatment Plant)	good	wc

Submitted by:     *WJ*    

Date: \_\_\_\_\_



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## **Regional Operator report**

February 2022

### **Common information:**

Monthly reports up to date.

Ground mic and contact mic equipment from Hetek still some questions regarding the unit..

Ace water to Dewberry February 12, 2022

A few problems with the water op cell phone. Nothing serious so far.

Regional operator assisting with snow removal in Kitscoty while they are short-handed.

Marwayne has begun some succession planning with operator training.

Regional operator took one week annual vacation Feb. 18-28<sup>th</sup>.

Annual reports have been submitted.

Regional operators truck scheduled for brake repairs March 3.

Some internet problems on Feb. 1,6 and 21,22.

### **Outstanding items:**

Review Drinking water safety plans must be done this year.

Review SOP's. Need to be updated for distribution only.

Marwayne lift station pump.

### **Marwayne:**

Data for February 2022 was electronically submitted on AEP site.

The new pump for the West lift station is repaired still some issues with install under warranty.

Consumption remains lower, minimum nighttime consumption down to 19 lpm at times. This indicates we have one leak somewhere in the system. We continue to monitor and search.

One service on 3<sup>rd</sup> Ave and one on 3<sup>rd</sup> street have leaks on home owner's side and are turned off right now.

A couple of problem valves need some attention.

Bulk water fill system and header repairs are in the budget for 2022.

UPS at plant giving us some phantom alarms.

Operator training is going well. Could do daily rounds with little or no supervision.

Annual reports have been submitted and we have confirmation that they were received by AEP





**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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**A BYLAW OF THE VILLAGE OF MARWAYNE TO ESTABLISH AN INTERMUNICIPAL SUBDIVISION AND DEVELOPMENT APPEAL BOARD.**

**WHEREAS** Section 627 of the *Municipal Government Act (MGA)*, R.S.A. 2000, Chapter M-26, as amended, authorizes a municipality to enter into an agreement with one or more municipalities to establish an intermunicipal subdivision and development appeal board;

**AND WHEREAS** the agreement must provide for the function, duties, procedures and conduct of the intermunicipal subdivision and development appeal board and its members; and

**AND WHEREAS** the Council of the Village of Marwayne deems it necessary to establish an intermunicipal subdivision and development appeal board to hear subdivision and development appeals within the municipal boundaries of the Village of Marwayne and other participating municipalities.

**NOW THEREFORE** the Council of the Village of Marwayne, in the Province of Alberta, duly assembled hereby enacts as follows:

**1. TITLE**

1.1. This Bylaw may be cited as the "Intermunicipal Subdivision and Development Appeal Board Bylaw".

**2. ESTABLISHMENT**

2.1. The Village of Marwayne is hereby authorized to enter into an agreement, in the form attached in Schedule "A" to this Bylaw, to establish an Intermunicipal Subdivision and Development Appeal Board and provide for the following:

- a. The hearing of subdivision and development appeals within the boundaries of the participating municipalities;
- b. The function and duties of the Intermunicipal Subdivision and Development Appeal Board, and;
- c. The procedure and conduct of the Intermunicipal Subdivision and Development Appeal Board and its members.

2.2. Council hereby authorizes the appointment of members to the Intermunicipal Subdivision and Development Board and Development Appeals Board in accordance with the agreement attached as Schedule "A" to this Bylaw.

**3. GENERAL PROVISIONS**

3.1. Bylaw No. 395-95 and all amendments thereto are hereby repealed.



**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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- 3.2. Should any provision of this Bylaw become invalid, void, illegal or otherwise unenforceable, it shall be considered separate and severable from the Bylaw and the remainder shall remain in force and be binding as though such provision had not been invalid.
  
- 3.3. This Bylaw shall come into force and effect upon the date it is passed.

**READ A FIRST TIME IN COUNCIL THIS 7<sup>TH</sup> DAY OF FEBRUARY, 2022.**

**READ A SECOND TIME IN COUNCIL THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2022.**

**READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2022.**

\_\_\_\_\_  
Chris Neureuter, Mayor

\_\_\_\_\_  
Shannon Harrower, CAO

**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**



**SCHEDULE "A"**

**INTERMUNICIPAL SUBDIVISION AND DEVELOPMENT APPEAL BOARD AGREEMENT DATED THIS \_\_\_\_  
DAY OF \_\_\_\_\_, 2022 (the "Effective Date")**

BETWEEN

**COUNTY OF VERMILION RIVER**  
(the "County")

- and -

**CITY OF LLOYDMINSTER**  
("Lloydminster")

- and -

**TOWN OF VERMILION**  
("Vermilion")

-and

**VILLAGE OF KITSCOTY**  
("Kitscoty")

- and -

**VILLAGE OF MANNVILLE**  
("Mannville")

**VILLAGE OF PARADISE VALLEY**  
("Paradise Valley")

- and -

**VILLAGE OF MARWAYNE**  
("Marwayne")

(hereinafter collectively referred to as the "Municipalities")

**WHEREAS** the County, Vermilion, Kitscoty, Mannville, Paradise Valley and Marwayne are municipal corporations pursuant to the *Municipal Government Act*, RSA 2000, c. M-26;

**AND WHEREAS** Lloydminster is a municipal corporation pursuant to the *City of Lloydminster Act* and the Lloydminster Charter;



## Village of Marwayne

### Intermunicipal Subdivision and Development Appeal Board Bylaw No. 585-22

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**WHEREAS** Part 17, Section 627 of the *Municipal Government Act* authorizes municipalities to enter into an agreement to establish an Intermunicipal Subdivision and Development Appeal Board;

**AND WHEREAS** Section 7(2) of the Lloydminster Charter declares Part 17 of the *Municipal Government Act* to be an approved enactment and to apply to the entirety of the City of Lloydminster, except in respect of intermunicipal disputes and subdivision and replotting in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan;

**AND WHEREAS** the Councils for the respective Municipalities have determined that it is appropriate to establish an Intermunicipal Subdivision and Development Appeal Board for the purposes of hearing appeals from subdivision and development appeals as set out herein;

**NOW THEREFORE** in consideration of the premises and mutual terms, conditions and covenants to be observed and performed by each of the parties hereto, the Municipalities agree as follows:

#### 1. DEFINITIONS

- a. **"Act"** means the *Municipal Government Act*, RSA 2000, c. M-26 as amended from time to time.
- b. **"Appointing Municipality"** means the Municipality responsible for appointing Members of the ISDAB pursuant to Section 5 of this Agreement.
- c. **"Assisting Municipality"** means a Municipality providing administrative resources for an ISDAB Hearing at the request of an Originating Municipality.
- d. **"Clerk"** means a person appointed to act as Clerk for the ISDAB.
- e. **"Council"** means a Council of a Municipality.
- f. **"Intermunicipal Subdivision and Development Appeal Board" ("ISDAB")** means the appeal board established by the Municipalities by this Agreement pursuant to s. 627 and 628 of the Act.
- g. **"Member"** means a member of the ISDAB.
- h. **"Originating Municipality"** means the Municipality within which a subdivision or development appeal arises for which the applicable appeal fee has been paid.
- i. **"Planning and Development Act"** means the *Planning and Development Act*, 2007, S.S. 2007, c. P-13.2;
- j. **"Quorum"** means three (3) members of the ISDAB to act at a hearing.

All other terms used in this Agreement shall have the meaning assigned to them in the Act.

**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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**2. TERM OF AGREEMENT**

- a. The term of this Agreement shall commence on the Effective Date and continue until terminated in accordance with Section 2 herein.
- b. A Municipality may withdraw from the ISDAB at any time by providing one (1) year's written notice of termination to each of the other Municipalities. In the event of the withdrawal of a Municipality pursuant to this subsection, the ISDAB shall continue and this Agreement shall remain in full force and effect with respect to the remaining Municipalities.

**3. ESTABLISHMENT**

- a. The Intermunicipal Subdivision and Development Appeal Board is hereby established.
- b. The ISDAB has all the powers, duties and responsibilities of a Subdivision Development and Appeal Board under the Act and the Subdivision and Development Regulations passed pursuant to the Act.
- c. The ISDAB Procedures as set out in Schedule "A" are incorporated into and shall form part of this Agreement.

**4. FUNCTION AND DUTIES**

- a. The ISDAB shall hear all subdivision and development appeals arising within the Municipalities, as set out in Part 17, Division 10 of the Act, in accordance with the requirements of the Act and this Agreement; provided however that the ISDAB shall not be required to or have the authority to hear subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan unless designated and appointed by City Council to do so in accordance with subsection (d) herein.
- b. The Municipalities acknowledge and agree that City Council may from time to time designate and appoint the ISDAB as the Development Appeals Board for the City pursuant to the Planning and Development Act hear subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan as required from time to time.
- c. The ISDAB shall, if designated and appointed by City Council as the Development Appeals Board for the City pursuant to the Planning and Development Act also hear subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan as required from time to time, in accordance with the requirements of the Planning and Development Act.

**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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**5. APPOINTING MUNICIPALITY**

- a. The City of Lloydminster shall be the Appointing Municipality for the first three (3) years of the Term of this Agreement (the "Initial Appointment").
- b. Following the expiry of the Initial Appointment Term, the Municipalities shall from time to time select a Municipality to act as the Appointing Municipality (a "Subsequent Appointment"), subject to the selected Municipality's consent. The term of a Subsequent Appointment shall be established by the Municipalities.

**6. MEMBERSHIP**

- a. The ISDAB shall consist of seven (7) Members at large appointed by resolution of the Council for the Appointing Municipality of whom no more than one can be a Member of Council of a participating Municipality.
- b. Members shall have:
  - i. Good communication and interpersonal skills;
  - ii. The ability to maintain impartiality, consider arguments, analyze issues or contribute to writing decisions;
  - iii. A basic familiarity with the ISDAB's jurisdiction and its relationship to the municipality, and;
  - iv. Knowledge and/or experience that will assist the ISDAB in determining appeals before it.
- c. Council for the Appointing Municipality shall make reasonable efforts to attract candidates and appoint Members who are resident in each of the participating Municipalities. Notwithstanding the foregoing, Council for the Appointing Municipality may appoint a Member who is not a resident of any of the participating Municipalities if:
  - i. The Appointing Municipality does not receive a sufficient number of applications from candidates who are residents of the participating Municipalities, or;
  - ii. In the opinion of Council for the Appointing Municipality the Member has particular qualifications, skills or experience which will assist the ISDAB in determining appeals before it.
- d. Up to three (3) Members may be appointed by resolution of the Council for the Appointing Municipality as alternate Members to fill a vacancy on the ISDAB caused by an absence, retirement or resignation of a Member at large, to allow the ISDAB to continue to conduct business to ensure quorum requirements are fulfilled.

## Village of Marwayne

### Intermunicipal Subdivision and Development Appeal Board Bylaw No. 585-22

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- e. No person shall be appointed as a Member of the ISDAB who is an employee of a participating Municipality, carries out subdivision and development powers, duties and functions on behalf of a participating Municipality or is a member of a Municipal Planning Commission of a participating Municipality.
- f. In the event a Member vacancy occurs on the ISDAB, Council for the Appointing Municipality may by resolution appoint an individual to hold office for the remainder of the term of the vacated Member position.
- g. Council for the Appointing Municipality may, by resolution remove a Member from the ISDAB at any time if:
  - i. In the majority opinion of Council for the Appointing Municipality or the majority opinion of the ISDAB, a Member is not performing their duties satisfactorily in accordance with this Agreement and the Act, or;
  - ii. A Member is absent for more than three (3) consecutive meetings of the ISDAB without reasonable excuse.
- h. In the event Council for the Appointing Municipality or the ISDAB has determined the removal of a Member is being considered, Council for the Appointing Municipality must give the Member or the Member's representative a reasonable opportunity to be heard by Council for the Appointing Municipality and thereafter provide the Member with a decision in writing with reasons. ISDAB
- i. Council for the Appointing Municipality may, by resolution, appoint additional Members to the ISDAB for a specific short period of time, as the Council for the Appointing Municipality sees fit, in order to ensure that the ISDAB will have a quorum for a meeting and/or a hearing.
- j. Members are expected to participate in any training offered by the Municipalities or the Province, to assist them in carrying out their duties as Members of the ISDAB.
- k. Members shall adhere to the Member Rules of Conduct as set out in Schedule "B" to this Agreement.

#### 7. TERM OF OFFICE

- a. The term of office for Members shall be three (3) years.
- b. Members may be reappointed by Council of the Appointing Municipality for one (1) or more additional terms subject to their written application to do so in accordance with an advertised request for ISDAB Members.
- c. Any Member may resign from his position on the ISDAB by sending written notice to the Chair of the ISDAB and Council for the Appointing Municipality
- d. The Chair and Vice Chair may resign from their positions on the ISDAB by sending written notice to Council for the Appointing Municipality

**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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**8. ISDAB CLERK**

- a. Each Municipality's Chief Administrative Officer may designate one or more person(s) to act as Clerk for the ISDAB in their respective Municipality.
- b. The responsibilities of the Clerk for the ISDAB are as follows:
  - i. ensure all statutory requirements of the ISDAB are met,
  - ii. inform all statutory parties of the appeal hearing in accordance with the Act;
  - iii. inform all affected parties of the appeal hearing in accordance with the Act;
  - iv. compile all necessary documentation for distribution to the Members;
  - v. attend all ISDAB appeal hearings;
  - vi. provide services for the recording of the proceedings of the ISDAB and for retention of exhibits, including all written submissions to the ISDAB;
  - vii. prepare the minutes for the ISDAB hearing, including the names and addresses of all parties making representations to the ISDAB;
  - viii. communicate decisions of the ISDAB to the affected parties in accordance with the Act; and
  - ix. such other matters as the ISDAB may direct.
- c. In the case of subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan, the responsibilities of the Clerk for the ISDAB, as set out in subsection (b) herein, shall be subject to such modifications as are required to comply with the requirements of the Planning and Development Act.

**9. MEMBER REMUNERATION**

- a. Members shall be entitled to such remuneration, travelling and other expenses, as may be fixed from time to time by Council for the Appointing Municipality

**10. ADMINISTRATION**

- a. The Appointing Municipality will provide the administrative resources, including the ISDAB Clerk, for ISDAB hearings. Notwithstanding the foregoing, an Originating Municipality may request that another Municipality act as an Assisting Municipality and provide the administrative resources, including the ISDAB Clerk, for an ISDAB hearing.
- b. In the event that a Municipality agrees to act as an Assisting Municipality for an ISDAB hearing the Originating Municipality shall be required to reimburse the Assisting Municipality in accordance with Section 9 (ISDAB Costs) of this Agreement.





## Village of Marwayne

### Intermunicipal Subdivision and Development Appeal Board

#### Bylaw No. 585-22

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- c. The fee for an appeal will be the fee as set by the Council of the Originating Municipality, as the case may be, from time to time. A refund of the appeal fee may be granted by the Originating Municipality in its sole discretion if a withdrawal is received in writing and has been delivered to the Clerk prior to notifications of the appeal hearing being sent out provided however that nothing in the foregoing shall relieve the Originating Municipality's from its responsibility for the costs of the appeal in accordance with Section 11 (ISDAB Costs) of this Agreement.
- d. ISDAB hearings will be held at the municipal office of the Originating Municipality or such other location as determined by the Originating Municipality or Assisting Municipality, as the case may be, and advertised in accordance with the Act or Planning and Development Act from time to time.

#### 11. ISDAB COSTS

- a. Each Municipality shall pay an administrative fee in the amount of two hundred fifty (\$250.00) dollars per annum throughout the term of this Agreement (the "Annual Fee") to the Appointing Municipality, as contribution to the Appointing Municipality's administrative and other costs and expenses with respect to the appointment of Members and general operations of the ISDAB. The Annual Fee shall be payable by each of the Municipalities no later than the 30<sup>th</sup> day of March during each year of the Term of the Agreement regardless of whether or not an appeal has been filed in a Municipality in any given year, and is in addition to and does not replace the costs and expenses referred to in paragraphs (b) and (c) below.
- b. All costs and expenses incurred by the Appointing Municipality with respect to training ISDAB Members, including administrative costs and any legal or other fees the Appointing Municipality may incur (the "Training Costs"), shall be paid by each of the Municipalities to the Appointing Municipality on a cost recovery basis. The Training Costs shall be payable by the Municipalities on a pro rata basis, with each Municipality paying an equal share of such costs.
- c. All ISDAB costs and expenses which relate to a particular appeal, including the administrative cost of holding the hearing and any legal or other fees the ISDAB may incur, shall be paid by the Originating Municipality to an Assisting Municipality on a cost recovery basis.

#### 12. GENERAL

- a. Headings in this Agreement are for reference purposes only.
- b. Words in the masculine gender will include the feminine gender whenever the context so required and vice versa.
- c. Words in the singular shall include the plural or vice versa whenever the context so requires.



**Village of Marwayne**  
**Intermunicipal Subdivision and Development Appeal Board**  
**Bylaw No. 585-22**

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d. This Agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all counterparts together shall constitute a single agreement.

**IN WITNESS WHEREOF**, the Municipalities have executed this Agreement as evidenced by the duly authorized signatures below

**COUNTY OF VERMILION RIVER**

**CITY OF LLOYDMINSTER**

Per: \_\_\_\_\_  
Reeve

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Chief Administrative Officer

Per: \_\_\_\_\_  
Chief Administrative Officer

**TOWN OF VERMILION**

**VILLAGE OF MARWAYNE**

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Chief Administrative Officer

Per: \_\_\_\_\_  
Chief Administrative Officer

**VILLAGE OF KITSCOTY**

**VILLAGE OF MANNVILLE**

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Mayor

Per: \_\_\_\_\_  
Chief Administrative Officer

Per: \_\_\_\_\_  
Chief Administrative Officer

**VILLAGE OF PARADISE VALLEY**

Per: \_\_\_\_\_  
Mayor

\_\_\_\_\_

Per: \_\_\_\_\_  
Chief Administrative Officer

\_\_\_\_\_

## Village of Marwayne

### Intermunicipal Subdivision and Development Appeal Board Bylaw No. 585-22

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#### SCHEDULE "A"

##### INTERMUNICIPAL SUBDIVISION AND DEVELOPMENT APPEAL BOARD PROCEDURES

#### 1. DEFINITIONS

Unless otherwise specified herein, all terms shall have the meaning assigned to them in the Agreement or, where not specified in the Agreement, in the *Municipal Government Act*, RSA, 2000, Chapter M-26, as amended (the "Act").

- 1.1. **"Agreement"** means the Intermunicipal Subdivision and Development Appeal Board Agreement dated the Effective Date of the ISDAB Agreement.
- 1.2. **"Appellant"** means a person who, pursuant to the Act, has filed a notice of appeal with the Intermunicipal Subdivision and Development Appeal Board and paid the applicable appeal fee.
- 1.3. **"Board"** means the ISDAB.
- 1.4. **"Clerk"** means the person(s) appointed to act as Clerk for the ISDAB.

#### 2. APPLICATION

- 2.1 These procedures shall apply to all meetings of the ISDAB.

#### 3. TRAINING

- 3.1 All Members shall receive training as ISDAB Members in accordance with the requirements of the Act.
- 3.2 The ISDAB may retain legal counsel to provide training or advice before, during or after a hearing as the case may be, the costs of which shall be paid by the Municipality within which the appeal arises in accordance with Section 11 (ISDAB Costs) of the Agreement.

#### 4. PANEL AND CHAIR

- 4.1 When a hearing is required, the panel of Members to hear the appeal will be appointed by the Clerk of the ISDAB based on Member availability and experience.
- 4.2 The Clerk will use his/her best efforts to appoint to the panel a Member residing in the Municipality from which the appeal originated.
- 4.3 The ISDAB will appoint a Chair and Vice-Chair during the first meeting of the ISDAB in each calendar year during the term of this Agreement.
- 4.4 The Chair shall be responsible for the conduct of the hearing and for ensuring the hearing is conducted in a fair and impartial manner, in accordance with the rules for such hearings as set out in the Act and the rules of natural justice.

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4.5 If the Chair is absent for any reason from a hearing, the Vice Chair shall preside.

#### 5. QUORUM

5.1 Three (3) Members shall constitute a quorum of the Board.

#### 6. DECISIONS

6.1 Only Members present for the entire hearing shall participate in the making of a decision on any matter before the Board. The Clerk shall not participate in the making of a decision on any matter before the Board.

6.2 The decision of the majority of Members present at the meeting shall be deemed to be the decision of the whole Board. In the event of a tie vote, the appeal shall be denied.

6.4 If an appeal is recessed for any reason following the submission of evidence, the appeal hearing may be recessed to the next scheduled meeting or to a scheduled meeting. However, only those Members present at the original hearing shall render a decision of the matter.

6.5 An order, decision, approval, notice or other thing made, given or issued by the Board shall be signed by the Chair or Vice Chair or his or her designate.

#### 7. APPEAL HEARINGS AND PROCEDURE

7.1 The Board shall hear, consider and decide all subdivision and development appeals arising within the Municipalities, as set out in Part 17, Division 10 of the Act, in accordance with the requirements of the Act and the Agreement; provided however that the ISDAB shall not be required to or have the authority to hear subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan unless designated and appointed by City Council to do so in accordance with the Agreement.

7.2 The Board shall, if so required by the Agreement, hear, consider and decide all subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan in accordance with the requirements of Planning and Development Act.

7.3 Members of the public in attendance at a hearing:

- (a) shall address the board through the Chair;
- (b) shall maintain order and quiet; and
- (c) shall not applaud or otherwise interrupt any speech or action of the Members or any other person addressing the Board.

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- 7.4 The Chair may order a member of the public who disturbs or acts improperly at a hearing by words or actions be removed. The Chair may request assistance from a Peace Officer to remove the person.

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**SCHEDULE "B"**

**ISDAB MEMBER RULES OF CONDUCT**

1. No Member shall participate in the hearing of any matter before the Board in which that Member has a pecuniary interest.
2. For the purposes of determining whether a Member has a pecuniary interest in the matter before the Board, all provisions of s. 170 of the Act shall apply, substituting the term "Member" for the term "Councillor".
3. No Member shall participate in the hearing of any matter before the Board in which that Member has an actual or perceived bias for or against the Appellant or any parties that appear before the Board.
4. Where a Member has a pecuniary interest in the matter before the Board, or an actual or perceived bias for or against the Appellant or any parties that appear before the Board, that Member shall disclose that interest or bias to the Board and Clerk as soon as possible and remove him/herself from participating as a Board Member in the hearing of the appeal.
5. When hearing subdivision appeals in respect of land situated in the part of the City of Lloydminster located in the Province of Saskatchewan in accordance with the requirements of Planning and Development Act, Members shall ensure that they comply with the requirements of s. 2(2) of the Planning and Development Act as they relate to conflict of interest and financial interests.
6. Members shall:
  - (a) not discuss any matter under appeal with any party to that appeal, outside of the formal hearing process;
  - (b) keep *in camera* discussions of Board and legal advice provided to the Board confidential, except where required to disclose that information by law;
  - (c) attend all Board hearings to which he or she has been assigned unless prior written consent has been received from the Chair; and
  - (d) participate in the deliberation and decision making process on all matters to which he or she has been assigned and has attended the public hearing for.



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**Joint Assessment Review Board Bylaw No. 586-22**

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**A BYLAW OF THE VILLAGE OF MARWAYNE TO ESTABLISH A JOINT ASSESSMENT REVIEW BOARD FOR THE COUNTY OF VERMILION RIVER, CITY OF LLOYDMINSTER, TOWN OF VERMILION, VILLAGE OF KITSCOTY, VILLAGE OF MANNVILLE, VILLAGE OF PARADISE VALLEY AND THE VILLAGE OF MARWAYNE.**

**WHEREAS** Section 455 of the *Municipal Government Act*, RSA 2000, c. M-26, as amended, authorizes two or more municipal councils to agree to jointly establish the local assessment review board or the composite assessment review board or both to have jurisdiction in their municipalities;

**AND WHEREAS** Section 410 of the Lloydminster Charter, as amended, authorizes Council of the City of Lloydminster to, by bylaw, establish a local assessment review board or composite assessment review board or both;

**AND WHEREAS** the Council of the Village of Marwayne deems it necessary to establish a joint local assessment review board and a joint composite assessment review board to hear assessment complaints within the municipal boundaries of the County of Vermilion River, City of Lloydminster, Town of Vermilion, Village of Kitscoty, Village of Mannville, Village of Paradise Valley and the Village of Marwayne;

**NOW THEREFORE** the Council of the Village of Marwayne, in the Province of Alberta, duly assembled hereby enacts as follows:

**1. TITLE**

1.1. This Bylaw may be cited as the "Joint Assessment Review Boards Bylaw".

**2. DEFINITIONS**

- 2.1. In this Bylaw, unless the context otherwise requires, the following definitions apply:
- a. "Appointing Municipality" means the Municipality responsible for appointing Members pursuant to Part 4 of this Bylaw;
  - b. "Assisting Municipality" means a Participating Municipality providing administrative resources for a Hearing at the request of an Originating Municipality;
  - c. "Charter" means the Lloydminster Charter;
  - d. "Clerk" means the designated officer appointed as the clerk of the Joint Assessment Review Boards in accordance with section 456 of the *Municipal Government Act* and section 414 of the Charter;
  - e. "Hearing" means a hearing of a Joint Assessment Review Board;
  - f. "Joint Assessment Review Boards" means the Joint Local Assessment Review



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Board and the Joint Composite Assessment Review Board;

- g. "Joint Composite Assessment Review Board" means a board established to hear and make decisions on complaints about any matter referenced in section 460.1(2) of the *Municipal Government Act* or, in the case of the City of Lloydminster, s. 419(2) of the Lloydminster Charter;
- h. "Joint Local Assessment Review Board" means a board established to hear and make decisions on complaints about any matter referenced in section 460.1(1) of the *Municipal Government Act* or, in the case of the City of Lloydminster, s. 419(1) of the Charter;
- i. "Member" means a member of the Joint Assessment Review Boards as appointed by the Appointing Municipality;
- j. "*Municipal Government Act*" means the *Municipal Government Act*, RSA 2000, c M-26, as amended from time to time;
- k. "Originating Municipality" means the Participating Municipality within which a complaint arises for which the applicable complaint fee has been paid;
- l. "Participating Municipalities" means the County of Vermilion River, City of Lloydminster, Town of Vermilion, Village of Kitscoty, Village of Mannville, Village of Paradise Valley and the Village of Marwayne;
- m. "Regulations" means the applicable regulations established under the *Municipal Government Act* or the Lloydminster Charter as the case may be.

**3. ESTABLISHMENT**

- 3.1. The Councils of the Participating Municipalities hereby jointly establish a Joint Local Assessment Review Board to exercise the functions of a Local Assessment Review Board in their municipalities.
- 3.2. The Joint Local Assessment Review Board shall have jurisdiction to exercise the functions of a Local Assessment Review Board under the provisions of the *Municipal Government Act* and Lloydminster Charter in respect of assessment complaints made by taxpayers of the Participating Municipalities.
- 3.3. The Councils of the Participating Municipalities hereby jointly establish a Joint Composite Assessment Review Board to exercise the functions of a Composite Assessment Review Board in their municipalities.
- 3.4. The Joint Composite Assessment Review Board shall have jurisdiction to exercise the functions of a Composite Assessment Review Board under the provisions of the *Municipal Government Act* and Lloydminster Charter in respect of assessment complaints made by taxpayers of the Participating Municipalities.
- 3.5. The Joint Assessment Review Boards shall adhere to the Joint Assessment Review Board Procedures as set out in Schedule "A".





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**4. MEMBERSHIP**

- 4.1. The Joint Assessment Review Boards shall consist of [REDACTED] ( [REDACTED] ) Members at large appointed by resolution of the Council for the Appointing Municipality at its Annual Organizational Meeting. Members shall be appointed for a one (1) year term and in a manner such that the expiry dates of their appointments are staggered. For further clarity, Council hereby delegates its authority to appoint Members to the Appointing Municipality.
- 4.2. The Appointing Municipality shall be designated by resolution of the Councils of the Participating Municipalities, which resolution shall establish the term of the Appointing Municipality.
- 4.3. All Members must meet the qualifications prescribed in the *Municipal Government Act*, the Lloydminster Charter, and the Regulations.
- 4.4. All Members shall be considered jointly appointed to both the Joint Local Assessment Review Board and the Joint Composite Assessment Review Board.
- 4.5. Council for the Appointing Municipality shall make reasonable efforts to attract candidates and appoint Members who are resident in each of the Participating Municipalities. Notwithstanding the foregoing, Council for the Appointing Municipality may appoint a Member who is not a resident of any of the Participating Municipalities if:
  - 4.5.1. Council for the Appointing Municipality does not receive a sufficient number of applications from candidates who are residents of the Participating Municipalities;
  - 4.5.2. In the opinion of Council for the Appointing Municipality, the Member has particular qualifications, skills or experience which will assist the Joint Assessment Review Boards in determining complaints before them.
- 4.6. Up to three (3) Members may be appointed by resolution of Council for the Appointing Municipality as alternate Members to fill a vacancy on the Board caused by an absence, retirement or resignation of a member at large, to allow the Joint Assessment Review Boards to continue to conduct business to ensure quorum requirements are fulfilled.
- 4.7. No person shall be appointed as a Member of the Joint Assessment Review Boards who is:
  - 4.7.1. an employee of a Participating Municipality;
  - 4.7.2. an assessor on behalf of a Participating Municipality;
  - 4.7.3. a designated officer having authority to grant or cancel tax exemptions or deferrals under the *Municipal Government Act* or Lloydminster Charter;
  - 4.7.4. a person who regularly acts for assessed persons or taxpayers during the assessment complaint process or at hearings before a panel of any assessment



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review board or the Municipal Government Board; or

4.7.5. a member of Council of a Participating Municipality.

4.8. Council for the County may, by resolution, remove a Member from the Joint Assessment Review Boards at any time if:

4.8.1. In the opinion of Council for the Appointing Municipality, a Member is not performing their duties satisfactorily in accordance with this Bylaw and the *Municipal Government Act* or the Lloydminster Charter as the case may be; or

4.8.2. A Member is absent for more than three (3) consecutive meeting of the Joint Assessment Review Boards without adequate excuse.

4.9. In the event Council for the Appointing Municipality is considering the removal of Member, Council for the Appointing Municipality shall provide the Member or the Member's representative a reasonable opportunity to be heard by Council for the Appointing Municipality and thereafter provide the Member with a decision in writing with reasons.

4.10. Council for the Appointing Municipality may, by resolution, appoint additional Members to the Joint Assessment Review Boards for a specific term of up to 3 months, as the Council for the Appointing Municipality sees fit to ensure the Joint Assessment Review Boards will have a quorum for a Hearing.

4.11. Members shall adhere to the Member Rules of Conduct as set out in Schedule "B" to this Bylaw.

4.12. Any Member may resign as a Member of the Joint Assessment Review Boards by sending written notice to Council for the Appointing Municipality.

4.13. Before participating in a Hearing all Members are required to complete the training requirements defined in the *Municipal Government Act*, the Lloydminster Charter, and the Regulations.

4.14. At the direction of the Chair, Members must participate in any training offered by the Participating Municipalities or the Province, to assist them in carrying out their duties as Members of the Joint Assessment Review Boards.

**5. CHAIR**

5.1. The Chair of the Joint Assessment Review Boards shall be appointed by resolution of the Councils of the Participating Municipalities at their respective Annual Organizational Meetings for a one year term.

5.2. The Chair of the Joint Assessment Review Boards shall be jointly appointed as the Chair of the Joint Local Assessment Review Board and the Joint Composite Assessment Review Board.

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- 5.3. The Chair may delegate any of the powers, duties or functions of the Chair to another Member but not a provincial Member of a panel of the Joint Composite Assessment Review Board.
- 5.4. In addition to any other duties and functions prescribed in the *Municipal Government Act* and the Lloydminster Charter, as the case may be, and the Regulations, the Chair:
  - 5.4.1. When a Hearing is to be held, shall convene a panel to hear the complaint in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be;
  - 5.4.2. Shall ensure that all Hearings are conducted in a fair and impartial manner, in accordance with the rules for such hearings as set out in the *Municipal Government Act* or Lloydminster Charter, as the case may be, and the rules of natural justice;
  - 5.4.3. Is authorized to rule that evidence presented at a Hearing is irrelevant to the matter at issue and may direct the Members to disregard the evidence;
  - 5.4.4. Shall prescribe training programs for Members; and
  - 5.4.5. May limit a submission if he determines it to be repetitious.
- 5.5. The resolution referred to in Section 5.1 herein shall prescribe the remuneration and expenses, if any, payable to the Chair of the Joint Assessment Review Boards

## 6. QUORUM

- 6.1. Where a panel of the Joint Composite Assessment Review Board consists of three (3) Members, a quorum is two (2) Members, one (1) of whom must be a provincial Member.
- 6.2. Where a panel of the Joint Local Assessment Review Board consists of three (3) Members, a quorum is two (2) Members.

## 7. CLERK

- 7.1. The Clerk shall be appointed by resolution of the Councils of the Participating Municipalities at their respective Annual Organization Meetings.
- 7.2. The responsibilities of the Clerk are as follows:
  - (a) ensure all statutory requirements of the Joint Assessment Review Boards are met;
  - (b) inform all affected parties of a Hearing in accordance with the *Municipal Government Act* or Lloydminster Charter as the case may be;
  - (c) inform all statutory parties of a Hearing in accordance with the *Municipal Government Act* or Lloydminster Charter as the case may be;
  - (d) compile all necessary documentation for distribution to the Members;



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- (e) attend all Hearings;
- (f) provide services for the recording of the proceedings of the Joint Assessment Review Boards and for retention of exhibits, including all written submissions to the Joint Assessment Review Boards;
- (g) prepare the minutes for Hearings, including the names and addresses of all parties making representations to the Joint Assessment Review Boards;
- (h) communicate decisions of the Joint Assessment Review Boards to the affected parties in accordance with the *Municipal Government Act* or Lloydminster Charter as the case may be; and
- (i) such other matters as the Joint Assessment Review Boards may direct.

#### **8. DECISIONS**

- 8.1. Only Members present for the entire Hearing shall participate in the making of a decision on any matter before the Joint Assessment Review Boards.
- 8.2. The decision of the majority of Members present at the meeting shall be deemed to be the decision of the Joint Local Assessment Review Board or Joint Composite Assessment Review Board, as the case may be.
- 8.3. In the event of a tie vote, the complaint shall be dismissed.

#### **9. MEMBER REMUNERATION**

- 9.1. With the exception of the Chair, Members shall be entitled to such remuneration as may be fixed from time to time by Council for the Appointing Municipality. For further clarity, Council hereby delegates its authority to prescribe the remuneration and expenses, if any, payable to Members to the Appointing Municipality.

#### **10. ADMINISTRATION**

- 10.1. The Originating Municipality will provide the administrative resources for a Hearing. Notwithstanding the foregoing, an Originating Municipality may request that another Participating Municipality act as an Assisting Municipality and provide the administrative resources for a Hearing.
- 10.2. In the event that a Participating Municipality agrees to act as an Assisting Municipality for a Hearing the Originating Municipality shall be required to reimburse the Assisting Municipality in accordance with Part 11 of this Bylaw.
- 10.3. The fee for a complaint will be the fee as set by the Council of the Originating Municipality, as the case may be, from time to time. A refund of the complaint fee may be granted by the Originating Municipality in its sole discretion if a withdrawal is received in writing and has been delivered to the Clerk prior to notifications of the Hearing being sent out provided however that nothing in the foregoing shall relieve the Originating Municipality's from its responsibility for the costs of the complaint in accordance with Part 11 of this Bylaw.



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10.4. Hearings will be held at the municipal office of the Originating Municipality or such other location as determined by the Originating Municipality or Assisting Municipality, as the case may be, and advertised in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be, from time to time.

**11. JOINT ASSESSMENT REVIEW BOARD COSTS**

11.1. Each Participating Municipality shall pay an administrative fee in the amount of two hundred fifty (\$250.00) dollars per annum throughout the term of this Agreement (the "Annual Fee") to the Appointing Municipality, as contribution to the Appointing Municipality's administrative and other costs and expenses with respect to the appointment of Members and general operations of the Joint Assessment Review Board. The Annual Fee shall be payable by each of the Participating Municipalities no later than the 30<sup>th</sup> day of March during each year this Bylaw remains in effect regardless of whether or not a complaint has been filed in a Participating Municipality in any given year, and is in addition to and does not replace the costs and expenses referred to in subsections (b) and (c) below.

11.2. All costs and expenses incurred by the Appointing Municipality with respect to training Members, including administrative costs and any legal or other fees the Appointing Municipality may incur (the "Training Costs"), shall be paid by each of the Participating Municipalities to the Appointing Municipality on a cost recovery basis. The Training Costs shall be payable by the Participating Municipalities on a pro rata basis, with each Participating Municipality paying an equal share of such costs.

11.3. All Joint Assessment Review Board costs and expenses which relate to a particular complaint, including the administrative cost of holding the Hearing and any legal or other fees the Joint Assessment Review Board may incur, shall be paid by the Originating Municipality to an Assisting Municipality on a cost recovery basis.

**12. GENERAL PROVISIONS**

12.1. Bylaw 427-00 and all amendments thereto are hereby repealed.

12.2. Should any provision of this Bylaw become invalid, void, illegal or otherwise unenforceable, it shall be considered separate and severable from the Bylaw and the remainder shall remain in force and be binding as though such provision had not been invalid.

12.3. This Bylaw shall come into force and effect upon the date it is passed.

**READ A FIRST TIME IN COUNCIL THIS 7<sup>TH</sup> DAY OF FEBRUARY, 2022.**

**READ A SECOND TIME IN COUNCIL THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2022.**

**READ A THIRD TIME IN COUNCIL AND FINALLY PASSED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2022.**

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Chris Neureuter, Mayor

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Shannon Harrower, CAO



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**SCHEDULE "A"**

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**JOINT ASSESSMENT REVIEW BOARD PROCEDURES**

**1. HEARINGS**

- 1.1. The Joint Assessment Review Boards shall hold a public hearing respecting the complaint in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be.
- 1.2. The Joint Assessment Review Boards shall give notice of the hearing in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be.
- 1.3. The Joint Assessment Review Boards shall make available for public inspection prior to the hearing all relevant documents and materials respecting the complaint in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be.
- 1.4. The Joint Assessment Review Boards shall hear from parties in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be.
- 1.5. The Joint Assessment Review Boards shall hear complaint in public, but it may at any time recess and deliberate in camera.
- 1.6. Electronic or similar recording devices shall not be used during the hearing by anyone in attendance except the Clerk.
- 1.7. The Joint Assessment Review Boards shall make and keep a written record of its proceedings which may be in the form of a summary of the evidence presented at the hearing.
- 1.8. The Joint Assessment Review Boards shall give a written decision together with the reasons for the decision in accordance with the *Municipal Government Act* or Lloydminster Charter, as the case may be.

**2. CONDUCT AT HEARINGS**

- 2.1. Members of the public in attendance at a hearing:
  - (a) shall address the Joint Local Assessment Review Board or Joint Composite Assessment Review Board, as the case may be, through the Chair;
  - (b) shall maintain order and quiet; and
  - (c) shall not applaud or otherwise interrupt any speech or action of the Members or any other person addressing the Joint Local Assessment Review Board or Joint Composite Assessment Review Board, as the case may be.
- 2.2. The Chair may order a member of the public who disturbs or acts improperly at a hearing by words or actions be expelled. The Chair may request the assistance from a Peace Officer to remove the person.



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**SCHEDULE "B"**

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**MEMBER RULES OF CONDUCT**

**1. PECUNIARY INTEREST**

- 1.1. A Member of the Joint Assessment Review Boards must not hear or vote on any decision that relates to a matter in respect of which the Member has a pecuniary interest.
- 1.2. A Member has a pecuniary interest in a matter to the same extent that a councillor would have a pecuniary interest in the matter as determined in accordance with the *Municipal Government Act* or the Lloydminster Charter, as the case may be.
- 1.3. If a Member is appointed to a panel hearing a complaint, and discovers during the complaint hearing that they have a pecuniary interest in the matter before the panel, the Members shall immediately disclose their pecuniary interest, and shall immediately recuse themselves from the proceedings. If the panel still has quorum as defined in this bylaw and the *Municipal Government Act* or the Lloydminster Charter, as the case may be, after the Member's recusal, it may continue to hear the complaint. If the panel does not have quorum as defined herein after the Member's recusal, the panel must cease the hearing, and a new panel be appointed to hear the complaint.

**2. CONFLICT OF INTEREST**

- 2.1. Where a Member of the Joint Assessment Review Boards is of the opinion that he or she has a conflict of interest in respect of a matter before the Board, the Member must absent himself or herself from board proceedings while that matter is being discussed, provided that prior to leaving the meeting, the Member:
  - (a) Declares a conflict of interest; and
  - (b) Describes in general terms the nature of the conflict of interest.
- 2.2. The Clerk shall cause a record to be made in the Minutes of the Member's absence and the reasons for it.
- 2.3. If a Member is appointed to a panel hearing a complaint, and discovers during the complaint hearing that they have a conflict of interest in the matter before the panel, the Member shall immediately disclose that they are in a conflict of interest, and shall immediately recuse themselves from the proceedings. If the panel still has a quorum as defined in this bylaw and the *Municipal Government Act* or Lloydminster Charter, as the case may be, after the Member's recusal, it may continue to hear the complaint. If the panel does not have quorum as defined herein after the Member's recusal, the panel must cease the hearing, and a new panel be appointed to hear the complaint.
- 2.4. For further clarity, a Member has a conflict of interest in respect of a matter before the Joint Assessment Review Boards when the member is of the opinion that:
  - (a) He or she has a personal interest in the matter which would conflict with his or her obligation as a Member to fairly consider the issue; or





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- (b) Substantial doubt as to the ethical integrity of the member would be raised in the minds of a reasonable observer, if that Member were to participate in the consideration of the matter.

**3. MEMBER CONDUCT**

**3.1. A Member shall:**

- (a) not discuss any matter under complaint with any party to that complaint, outside of the formal hearing process;
- (b) keep in camera discussions of the Joint Assessment Review Boards and legal advice provided to the Joint Assessment Review Boards confidential, except where required to disclose that information by law; and
- (c) attend all Joint Assessment Review Boards hearings to which he has been assigned unless prior written consent has been received from the Chair.

Friday, February 25, 2022 at 16:40:45 Mountain Standard Time

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**Subject:** Weekly Report 2022-02-25

**Date:** Friday, February 25, 2022 at 4:40:34 PM Mountain Standard Time

**From:** James MacDonald

Hello Board members, Library staff, and friends of Northern Lights Library System.

If you have questions, concerns, compliments please direct them to the Executive Board representative for your zone. Their information is at the bottom of this report.

**Important general links/reminders:**

- [SAVE THE DATE – Our conference is scheduled for May 27<sup>th</sup> and 28<sup>th</sup>. More info to follow soon.](#)
- [Draft Minutes](#) of the November 27, 2021 general board meeting
- [Board orientation package](#) for new Board Members
- Next general board meeting is Friday March 4th (10:00am).

**BOARD**

- Vicky and I met with [Lac La Biche County](#), the [Town of Vegreville](#), and the [Village of Andrew](#) this week.
- This coming week we meet with Towns of [St. Paul](#), [Athabasca](#), and the Village of [Ryley](#).
- Our quarterly General Board Meeting is next Friday (March 4<sup>th</sup>) at 10am. Our board meetings are public events. You can join the meeting via Zoom from [this link](#) OR using this ID and Passcode  
Meeting ID: 912 878 2619  
Passcode: Executive

**OPERATIONS**

- We met with the auditor this week and have a clean audit report for 2021.
- Library Manager's Council was this week – we had several engaging discussions. It is great to hear what is happening in the region.

**LIBRARIES**

- A reminder that we are arranging for Mental Health First Aid Training ([details here](#)) and Regular First Aid Training ([details here](#)).
- Winter Reading Program is drawing to a close. Get your logs in by March 11<sup>th</sup>.
- Maxine Fodness (Executive Rep) and I met with the Elk Point Library Board this week.
- We'll be meeting with the Vilna Library Board next week.
- Cyber security threats are bound to be on the rise with current world events. LinkedIn Learning has a number of computer security and internet safety courses you may want to promote in your library.

Here is [one example of such a course](#).

**EXECUTIVE COMMITTEE MEMBERS**

<b>NAME</b>	<b>ZONE</b>	<b>EMAIL</b>	<b>PHONE NUM</b>
Vicky Lefebvre	Zone 2 - Chair	<a href="mailto:gillesvicky74@gmail.com">gillesvicky74@gmail.com</a>	780-573-1926
Curtis Schoepp (ML)	Zone 1	<a href="mailto:curtisschoepp@gmail.com">curtisschoepp@gmail.com</a>	780-220-4897
Larry Tiedemann	Zone 1	<a href="mailto:casperti@telus.net">casperti@telus.net</a>	780-975-0508
Barb Smith (ML)	Zone 1	<a href="mailto:bsmith@boylealberta.com">bsmith@boylealberta.com</a>	780-213-0099
Maxine Fodness	Zone 2	<a href="mailto:mfodness@county.stpaul.ab.ca">mfodness@county.stpaul.ab.ca</a>	780-645-4778
Matthew McLennan	Zone 3	<a href="mailto:mmclennan@sturgeoncounty.ca">mmclennan@sturgeoncounty.ca</a>	780-974-4713
Dwayne Spicer	Zone 3	<a href="mailto:dspicer@redwater.ca">dspicer@redwater.ca</a>	780-942-3519
Jennifer Anheliger (ML)	Zone 3	<a href="mailto:jennifer.aneliger@morinville.ca">jennifer.aneliger@morinville.ca</a>	780-340-7296
Leslie Cusack	Zone 4	<a href="mailto:div7@county24.com">div7@county24.com</a>	780-787-0600
Josh Crick (ML)	Zone 2	<a href="mailto:jcrick@md.bonnyville.ab.ca">jcrick@md.bonnyville.ab.ca</a>	780-545-5961

ML = Member at Large

**Zones**

<b>Zone 1</b>	<b>Zone 2</b>	<b>Zone 3</b>	<b>Zone 4</b>
Athabasca County	City of Cold Lake	Beaver County	County of Minburn County of Vermilion River
S.V. of Bondiss	County of St. Paul	Lamont County	M.D. of Wainwright
S.V. of Sunset Beach	County of Two Hills	Sturgeon County	Town of Vegreville
S.V. of Island Lake	Fishing Lake	Town of Bon Accord	Town of Vermilion
S.V. of Island Lake South	Frog Lake	Town of Bruderheim	Town of Wainwright
S.V. of Mewatha Beach	Lac La Biche County	Town of Gibbons	Village of Chauvin
S.V. of West Baptiste	M.D. of Bonnyville	Town of Lamont	Village of Edgerton
S.V. of Whispering Hills	S.V. of Pelican Narrows	Town of Morinville	Village of Innisfree
Smoky Lake County	Town of Bonnyville	Town of Mundare	Village of Irma
Thorhild County	Town of Elk Point	Town of Redwater	Village of Kitscoty
Town of Athabasca	Town of St. Paul	Town of Tofield	Village of Mannville
Town of Smoky Lake	Town of Two Hills	Town of Viking	Village of Marwayne
Village of Boyle	Village of Myrnam	Village of Andrew	Village of Paradise Valley
Village of Vilna		Village of Holden	
Village of Waskatenau		Village of Ryley	

**James MacDonald MLIS, DAS**  
**Executive Director** | Northern Lights Library System  
 E [jmacdonald@nlls.ab.ca](mailto:jmacdonald@nlls.ab.ca) | [www.nlls.ab.ca](http://www.nlls.ab.ca)  
 P 780.545.5072

Our workplace is situated on Treaty 6 territory, traditional lands of First Nations and Métis peoples.



## CHIEF ADMINISTRATIVE OFFICER MEETING DATE: FEBRUARY 28<sup>TH</sup>, 2022

### SAFE & CARING COMMUNITY

- **Sustainability Plan Rewrite**
  - Administration, V3 and the Agricultural Society Board Members met on March 3<sup>rd</sup> at 6:30pm to discuss the sustainability plan rewrite.
  - A great discussion was had following the presentation. The Village and consultants received feedback on what we are doing as well as what we could be doing better.
  - Some of these suggestions included:
    - Incorporating the Marwayne School newsletter as part of our own;
    - Including a "Council Update" section in the newsletter;
- **Doggie Posts along the walking trails/downtown**
  - After speaking with Public Works, we have all of the materials and expertise in house to complete the dog waste disposal dispensers.
  - Administration has ordered bags in bulk as well as signage for these new additions. There will be an ongoing cost to purchase the bags, but we were able to secure a commercial supplier who provides 10 boxes per case, at a cost of \$73 per case. Each box contains 200 bags.

### PURSUING OPERATIONAL & ORGANIZATIONAL EXCELLENCE

- **April/May Meeting Dates**
  - The last meeting in April is scheduled for the 25<sup>th</sup> with another meeting scheduled immediately thereafter on May 2<sup>nd</sup>. To keep up with our 1<sup>st</sup> and 3<sup>rd</sup> meeting schedule of the month, as well as preventing large gaps between meetings and/or not enough time in between, I am proposing we change the April and May meeting dates as follows:
    - April 25<sup>th</sup> meeting be moved to Tuesday April 19<sup>th</sup>. Monday the 18<sup>th</sup> is a holiday, which is the day on which the meeting would have otherwise been held.
    - May 2<sup>nd</sup> meeting be moved to May 9<sup>th</sup> and May 16<sup>th</sup> be moved to May 24<sup>th</sup>.
  - These changes will allow for more time in between Council's review of the budget, taxes, audit, etc.

**VILLAGE OF MARWAYNE**

**Cheque Register-Summary-Bank**



MARWAYNE

AP5090

Page : 1

Date : Feb 25, 2022

Time : 11:42 am

Supplier : 10 To XYLCA  
 Cheque Dt. : 25-Feb-2022 To 25-Feb-2022  
 Bank : 01 - ATB To 99 - Penny Clearing

Seq : Cheque No. Status : All  
 Medium : M=Manual C=Computer E=EFT-PA

Cheque #	Cheque Date	Supplier	Supplier Name	Status	Batch	Medium	Amount	
4012	25-Feb-2022	10001	Gas Utility CVR	Issued	20	C	1,580.43	
4013	25-Feb-2022	10025	Vermilion River Regional Waste	Issued	20	C	5,755.00	
4014	25-Feb-2022	1010	101010343 SK Ltd.	Issued	20	C	200.00	
4015	25-Feb-2022	10113	TELUS	Issued	20	C	179.57	
4016	25-Feb-2022	AISL	AMSC Insurance Services Ltd	Issued	20	C	26,660.34	
4017	25-Feb-2022	ASC	AMSC Insurance Services Ltd	Issued	20	C	961.65	
4018	25-Feb-2022	HMS2	Alberta 1171363 Ltd. Hendricks Microtech	Issued	20	C	683.81	
4019	25-Feb-2022	MCSNE	MCSNet-Lemalu Holdings Ltd.	Issued	20	C	73.40	
4020	25-Feb-2022	MFRD	Marwayne Fire and Rescue Dept.	Issued	20	C	4,634.21	
4021	25-Feb-2022	SLOBT	Tamara Sloboda CPA CGA	Issued	20	C	3,915.63	
4022	25-Feb-2022	SRSL2	Saunders Repair Service Ltd.	Issued	20	C	129.50	
4023	25-Feb-2022	VCOC	V3 Companies of Canada Ltd.	Issued	20	C	8,130.10	
4024	25-Feb-2022	WOOD	Wood Environment & Infrastructure Solutions	Issued	20	C	1,289.61	
4025	25-Feb-2022	WRD	Wells Fargo Equipment Fin Co	Issued	20	C	785.52	
4026	25-Feb-2022	10032	Receiver General For Canada	Issued	21	C	8,255.54	
4027	25-Feb-2022	AISL	AMSC Insurance Services Ltd	Issued	21	C	2,001.34	
<b>Total Computer Paid :</b>		<b>65,235.65</b>	<b>Total EFT PAP :</b>		<b>0.00</b>	<b>Total Paid :</b>		<b>65,235.65</b>
<b>Total Manually Paid :</b>		<b>0.00</b>	<b>Total EFT File :</b>		<b>0.00</b>			

16 Total No. Of Cheque(s) ...

**VILLAGE OF MARWAYNE**  
**Billing Register Report Detailed**



UB4110 Page : 28  
 Date : Mar 01, 2022 Time : 1:46 pm

**Report Options**

Customer Selection : All

Calculation Type : All

Batch Number

From : [2022030101]  
 To : [2022030101]

Include Billing Transaction From Transaction Maintenance : No

Svc. End Date On/Before : 01-Mar-2022 Final Bills Only : No

Cat	Srv	Service Description	Count	Total Discount	Total Units	Total Amt	Total Cons.	Avg. Cons.
01	ONOFF	Water On/Off	4		4.00	140.00		
01	WBULK	Bulk Water	12		12.00	581.55	18.70	1.56
01	WCOM	Commercial Water	23		23.00	1,876.50	198.00	8.61
01	WINS	Institutional Water	3		3.00	577.50	90.00	30.00
01	WLF	Water Line Fee	263		263.00			
01	WMUN	Municipal Properties	2		2.00		2.00	1.00
01	WPUB	Public Building Water	8		8.00	1,739.50	334.00	41.75
01	WRES	Residential Water	232		232.00	17,792.75	2,003.00	8.63
02	SCOM	Commercial Sewer	23		23.00	460.00		
02	SINS	Institutional Sewer	3		3.00	225.00		
02	SPUB	Public Building Sewer	8		8.00	160.00		
02	SRES	Residential Sewer	233		233.00	4,660.00		
03	GIN	Institutional Garbage	3		3.00	33.00		
03	GRES	Residential Garbage	232		232.00	6,148.00		
<b>Book 000 Totals :</b>			<b>1049</b>		<b>1,049.00</b>	<b>34,393.80</b>	<b>2,645.70</b>	
<b>Totals</b>			<b>1049</b>		<b>1,049.00</b>	<b>34,393.80</b>	<b>2,645.70</b>	

ALBERTA BROADBAND  
STRATEGY 2022

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# Connecting Albertans, growing the economy

The logo for the province of Alberta, featuring the word "Alberta" in a stylized script font followed by a small square icon.

Alberta broadband strategy 2022 : connecting Albertans, growing the economy  
©2022 Government of Alberta | Published: January 2022 | ISBN 978-1-4601-5387-1  
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## Premier's message



Few investments will be as important to Alberta's future as building broadband networks that deliver fast internet speeds to rural, remote, and Indigenous communities. Broadband is an economic driver, the backbone of our modern economy.

Right now, nearly 489,000 Albertans do not have access to the speeds they need to work and learn from home. While median download speeds in urban centres are 135 megabits per second, speeds in rural communities can be as low as five megabits per second. More than 200,000 households in rural, remote, and Indigenous communities have been grappling with this challenge for many years.

The pandemic exposed the crisis: students doing homework in the parking lot of a fast food restaurant with free Wi-Fi. Parents trying to find room in their household budget for internet costs that far exceed the rate in urban centres. Rural businesses leaving their hometown to compete in the online economy.

Alberta's government heard these stories and so many more. With this strategy, we are taking meaningful steps to secure the lives and livelihoods in rural communities.

Our broadband strategy considers Alberta's unique opportunities and challenges to make the most of resources and technologies and connect as many homes and businesses as quickly as possible. This will help attract investment, encourage new economic development, and present a wealth of new opportunities in every industry, from healthcare and education to tourism and hospitality. It will help economic recovery and diversification reach every corner of our great province.

By improving broadband in underserved communities, we are securing a bright, vibrant future for hundreds of communities, the people who call them home, and the businesses that support them.

Albertans deserve better connections, and Alberta's government is proud to make that happen.

The Honourable Jason Kenney  
Premier of Alberta

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## Minister's message



Before I was elected, I spent most of my 15-year career as a venture capital investor, where I had the opportunity to invest in and help build many exciting Alberta-based technology companies. I have seen the power of technology transform and improve every industry. Most of the economic growth around the world in the last 10 years has come from technology, and at the root of all technology is connectivity.

Over the last two years, I have met with municipalities, Indigenous communities, service providers, and other levels of government to understand the unique challenges and opportunities facing each community looking to improve its broadband speeds. It quickly became clear that broadband is essential to our economic recovery and the livelihoods of Albertans, and we must take action to eliminate the digital divide between rural and urban communities. This means finding ways to deliver reliable

high-speed internet to even the most remote corner of our province through a mix of technology that accounts for our province's dispersed population and rugged terrain.

I am proud of the work that Alberta's government has done on this front. To date, we have announced a \$150-million commitment to fund connectivity infrastructure for rural, remote, and Indigenous communities in Alberta. I also negotiated and signed a deal with the federal government to match our commitment, bringing the total investment to \$300 million. I continue to work with telecommunications and internet companies, big and small, to maximize their investments.

Our work does not stop there. We want to ensure that we can keep the momentum going. To achieve connectivity for all Albertans by the end of fiscal year 2026/27, Alberta's government has committed an additional \$240 million, and we are actively working with the federal government to secure an additional agreement that matches this investment.

This is an important first step to eliminating the digital divide, and Alberta's government is committed to getting the job done.

The Honourable Nate Glubish  
Minister of Service Alberta



## The power of connectivity

“Broadband connectivity creates opportunity for our children and our communities. It enables rural economic development, increases access to health care, creates smart farms, improves education, enables information sharing to address crime, promotes rural living, and enables us to be world leaders in a range of industries.”

– **Paul McLauchlin, President of Rural Municipalities of Alberta**

“Better connectivity in our communities means that Indigenous people will have better access to the global economy, health and education. This will help ensure that all Albertans have the same opportunities.”

– **Chief Billy Morin, Enoch Cree Nation Maskekosihk**

“Increasing access to broadband across Alberta has the potential to be a game changer for our rural economy. By breaking down the digital divide, Alberta’s broadband strategy will ensure rural job creators are equipped to access global markets and continue supporting Alberta’s economic recovery.”

– **Honourable Nate Horner, Minister of Agriculture, Forestry and Rural Economic Development**

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## **The power of connectivity**

Reliable, high-speed internet connectivity is important for all Albertans, and is something that a majority of Alberta's most populous cities already enjoy. As of December 2021, median download speeds in Calgary and Edmonton were the first and second fastest in Canada (*Speedtest.net, 2021*), respectively.

Albertans in rural, remote, and Indigenous communities, however, do not have access to the required internet services to work or learn online. In many cases, Albertans are forced to use Wi-Fi at retail shops, malls, and libraries to access the speeds they need to hand in school assignments, join meetings, or access online services.

Alberta's government is committed to working with all levels of government and the private sector to increase investment into rural connectivity infrastructure and achieve 100 per cent connectivity by the end of fiscal year 2026/27.

.....

**100%**  
connectivity by the  
end of fiscal year  
2026/27

.....





## Benefits of universal connectivity

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Access to reliable high-speed internet does more than just connect Albertans to the world: it is one of the simplest things that can be achieved to continue to grow and diversify Alberta's economy, strengthen our workforce, build for the future, and help everyday Albertans.

## Benefits of universal connectivity



Up to  
**\$1.7 billion**  
in annual GDP growth

### Jobs, Economy and Innovation

- Support economic growth and recovery by returning \$500 million to \$1.7 billion in annual GDP growth to Alberta through improved connectivity for households and businesses.
- Enable Alberta-based businesses to access international markets, providing new opportunities for economic growth and diversification.
- Strengthen connectivity for businesses driven to online transaction dependence due to the pandemic, further supporting economic recovery.
- Create up to 1,500 jobs in Alberta to deploy and install the broadband technology needed to increase coverage.
- Create up to 2,000 service industry jobs in rural regions.
- Create thousands more jobs and opportunities across sectors as the economy grows and diversifies.

► “Broadband connectivity is crucial for the diversification of Alberta’s economy. Our economy is growing and people are moving here for the opportunities that exist across all industries and sectors. This plan ensures that Albertans will have the resources they need to participate in the economy, whether by upgrading their skills online or gaining access to global marketplaces.”  
– Honourable Doug Schweitzer, Minister of Jobs, Economy and Innovation

### Labour and Immigration

- Provide more flexibility for re-skilling and job training, allowing Albertans to gain new skills to enter or return to the workforce.

► “Improving access to broadband internet connectivity will provide more flexibility for job training and help secure the long-term viability of Alberta’s communities and businesses. Reliable, high-speed internet is important for all Albertans, and is essential for Alberta’s recovery and economic diversification.”  
– Honourable Kaycee Madu, Minister of Labour and Immigration



## Advanced Education

- Help Albertans gain the skills and knowledge to lead in a digital economy, connecting learners of all ages to the resources, tools, and training they need.
- Allow students in rural, remote, and Indigenous communities to access higher quality post-secondary education without needing to relocate.
- Reduce costs to deliver education through online programs, rather than in person.

- ▶ “Access to quality broadband will provide more opportunities for how post-secondary education is delivered in our province. It will ensure every Albertan, particularly those in our rural and remote communities, is able to access high quality post-secondary education right at home.”  
– Honourable Demetrios Nicolaides, Minister of Advanced Education



## Indigenous Relations

- Foster reconciliation efforts by ensuring Indigenous communities are connected, have access to the services they need, and can participate meaningfully in our digital economy.
- Support Indigenous economic diversification initiatives by providing opportunities to build new workforce skills and support growth in new sectors.

- ▶ “Closing the digital divide is an important part of reconciliation. Taking real, meaningful action to improve broadband access will ensure communities can grow in prosperity, leading to safe and healthy communities for future generations.”  
– Honourable Rick Wilson, Minister of Indigenous Relations





## Municipal Affairs

- Provide incentives for rural communities to attract new residents and businesses, ensuring strong rural economic development and participation in the global digital economy.

▶ “Access to reliable broadband is key to securing long-term sustainability for Alberta’s communities, particularly in the rural parts of our province. By ensuring that every Albertan has access to the modern economy, regardless of where they live, local businesses will be able to reach new heights, young Albertans will have more opportunities to succeed in their communities, and municipalities will be able to provide better services to their residents.”  
– Honourable Ric McIver, Minister of Municipal Affairs

## Agriculture, Forestry and Rural Economic Development

- Increase GDP in the agricultural sector by up to five per cent through increased productivity and application of AgTech.
- Unlock smart agriculture, including drone farming, livestock and crop monitoring, precision agriculture, and autonomous machinery to allow Alberta’s farmers to increase yield, improve revenue potential, and optimize productivity.
- Support rural economic growth initiatives across the Government of Alberta through the coordination and integration of economic enablers such as broadband accessibility to rural Alberta.

▶ “Access to reliable, high-speed internet is crucial to ensuring rural Albertans can meet the challenges of the future. Alberta’s broadband strategy will make it easier for job creators in our innovative agriculture sector to reach new customers and get more made in Alberta products to market.”  
– Honourable Nate Horner, Minister of Agriculture, Forestry and Rural Economic Development



## Education

- Ensure province-wide access to remote education for over 120,000 students, leading to better employment outcomes.
- Provide students with access to a wide range of supplemental materials, resources, and courses to supplement in-person study.
- Enable rural and Indigenous students to access a broader range of learning supports.

▶ “Expanding Broadband access is an important issue I have heard about from Education stakeholders in remote areas. Alberta’s new broadband strategy will ensure province-wide access to remote education for students who require it and enable access to a broader range of learning supports, enhancing student success. I am encouraged that these new initiatives are bringing Albertans together so that all students can benefit, regardless of their geographical location.”  
– Honourable Adrianna LaGrange, Minister of Education



## Health

- Improve access to healthcare for up to 40,000 Albertans who cannot currently access a primary care provider, reducing travel time and cost of accessing healthcare for patients.
- Improve access to emergency health services in rural, remote, and Indigenous regions.
- Reduce the cost of long-term care delivery through home health monitoring, at-home management of chronic illness, additional access to mental health care services, and reduced hospital stays.

▶ “Expanding broadband means better connections for Albertans with the health care services they rely on. Alberta’s broadband strategy will improve access to emergency health services for rural Albertans and reduce the cost of long-term care delivery.”  
– Honourable Jason Copping, Minister of Health



## Justice and Solicitor General

- Deter rural crime using internet-connected security equipment in homes and businesses.

▶ “A major factor in the issue of rural crime is the distance from the nearest police detachment or even neighbours. To help protect against break-ins, and to help catch the perpetrators when a crime is committed, internet-connected security equipment is critical. More internet broadband access means more Albertans can take advantage of this technology to help keep them, their families, and their businesses safe.”

– Honourable Tyler Shandro, Minister of Justice and Solicitor General

## Service Alberta

- Increase the number of households with access to digital government services, reducing costs through efficient delivery and increased adoption of government programs.
- Enable broader access to innovative technologies, like artificial intelligence, machine learning, Internet of Things, and augmented reality, which are revolutionizing industries like health care, agriculture, and transportation.
- Provide a digital ecosystem supportive of innovation and transformation, allowing Albertans to embrace these technologies to improve their daily lives.

▶ “I have seen the power of technology transform and improve every industry, and we are hard at work to make sure we can harness technology to transform government. The root of all technology is connectivity and that is why the work we’ve been doing to eliminate the digital divide is so important.”

– Honourable Nate Glubish, Minister of Service Alberta





## The problem

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Alberta's government has been actively working with municipalities, Indigenous communities, and the telecommunications industry to understand the magnitude of Alberta's connectivity problem, and what is required to fix it.

Our analysis shows that eliminating the digital divide in Alberta will cost an estimated \$1 billion. This reflects a need for public sector funding from all levels of government, in addition to private sector investment, and using a combination of fibre, fixed wireless, and low-earth orbit (LEO) satellite technology.

As we move forward, Alberta's government has identified the need to focus on access, affordability, and quality.

## The problem

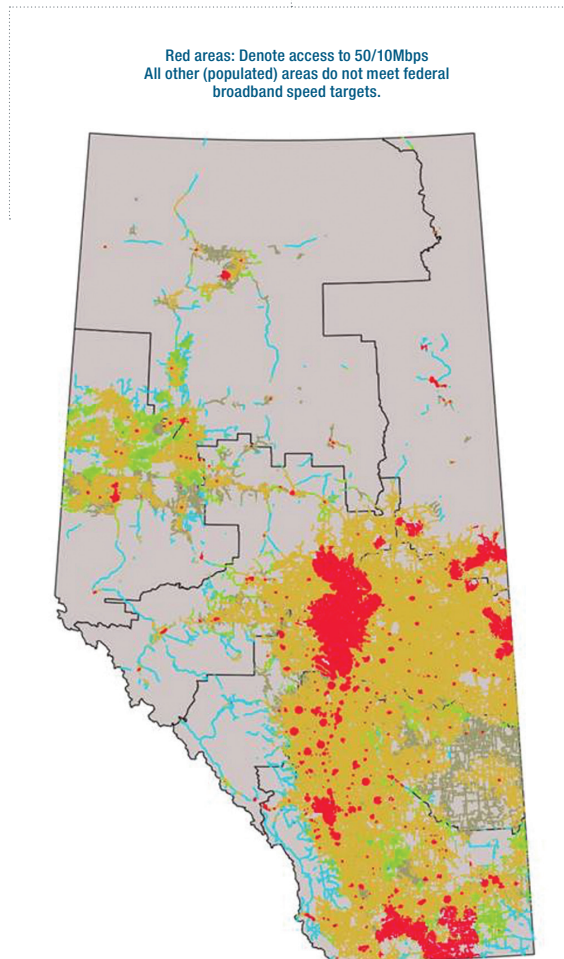
### Access

Today, 67 per cent of rural Albertans and 80 per cent of Indigenous communities do not have access to reliable high-speed internet at federal target speeds. This represents approximately 201,000 households, or 489,000 Albertans, who are at an economic disadvantage to their peers living in urban centres.

Factors contributing to Alberta's digital divide include low population density, distance from core network infrastructure, and challenging terrain. Each of these factors limit the business case for private investors to deliver services to underserved communities. Rural Albertans faced similar issues with the development of electricity, natural gas, and traditional telephone lines. Rural Alberta was the last to be connected because of the challenging economics of providing broadband and other core services to the most remote regions of the province.

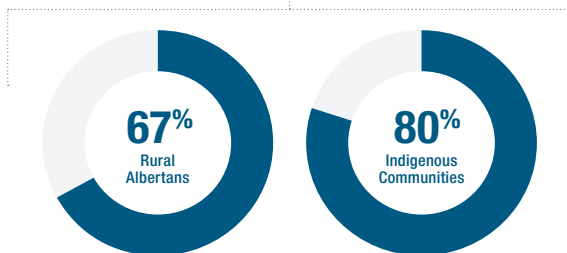
In order to address the poor economics of building connectivity infrastructure in rural Alberta, public sector funding is required.

Map of broadband coverage



Eliminating the digital divide in Alberta will cost an estimated **\$1 billion**

Unreliable access to high-speed internet at federal target speeds



Households at an economic disadvantage



**Affordability**

Providing access to high-speed connectivity is not the only factor to achieving universal connectivity. Albertans will see few benefits of broadband deployment if the cost for services are unsustainable or too high to stay connected. There are challenging economics to consider.

Leveraging existing infrastructure wherever possible will be critical to ensuring affordability, but much new infrastructure will still be required. Other factors impacting overall affordability include: long distances to core infrastructure, geographical barriers, and low population density. Each of these factors impacts revenue opportunities and diminishes the return on investment for service providers to provide broadband to these communities. To overcome this disincentive to extend broadband

services to rural communities, the federal and provincial governments are working with private providers, municipalities and Indigenous communities to close this funding gap.

Real-world constraints also prevent us from deploying broadband all at once, even if this funding was available. There are global supply chain challenges as a result of the COVID-19 pandemic, including delays in procuring fibre technology, wireless infrastructure, and electronics. Furthermore, the private sector partners who will build the connectivity infrastructure have capacity constraints when it comes to engineering, design, and construction. For these reasons, it makes sense to take a phased approach over several years to ensure that we do not overpay for connectivity improvements.

Finally, current federal policy on spectrum plays a role in broadband affordability. This includes policy on spectrum auctions, licences, and rights, so our advocacy to the federal government on improvements to these policies is important as we work towards securing more affordable access to connectivity.

In partnering with all levels of government and the private sector, Alberta's government is maximizing funding and available resources to provide affordable, sustainable services to all Albertans, regardless of where they may reside.

.....

**A phased approach  
ensures we do not  
overpay**

.....



## Quality

Telecommunications networks can experience outages or failures resulting from a range of causes, including oversubscribed wireless infrastructure, cold weather, or damage incurred to fibre cables.

In addition to these challenges, some communities have identified circumstances where actual connection speeds in their areas are lower than what is advertised. Data collected by the

federal government shows which communities have access to connections at or above the universal connectivity target speeds; however, data does not currently show the actual delivered speeds for each location.

As broadband is deployed, investment must focus on solutions with strong and resilient networks that minimize potential outages, maintain consistency, and provide high-quality services to Albertans.

### Sample broadband speeds in Alberta communities

Location	Maximum available download speeds	Maximum available upload speeds
City of Calgary	2.5 Gbps	2.5 Gbps
City of Edmonton	1.5 Gbps	1 Gbps
City of Fort McMurray	1.5 Gbps	1 Gbps
Town of Hinton	1.5 Gbps	1 Gbps
City of Lethbridge	1.5 Gbps	100 Mbps
City of Red Deer	1.5 Gbps	1 Gbps
Town of Slave Lake	1.5 Gbps	1 Gbps
Town of Wainwright	1.5 Gbps	1 Gbps
City of Lacombe	1 Gbps	100 Mbps
Hamlet of De Winton	25 Mbps	5 Mbps
Town of Mundare	25 Mbps	5 Mbps
South Cooking Lake	25 Mbps	5 Mbps
Chipewyan Prairie First Nation (Janvier 194)	10 Mbps	2 Mbps
Little Red River Cree Nation	5-10 Mbps	1-2 Mbps
Peavine Metis Settlement	5-10 Mbps	1-2 Mbps
Village of Lomond	5 Mbps	1 Mbps
Hamlet of Wanham	5 Mbps	1 Mbps

\* Speeds are based on service provider data and marketing.

\* Though maximum speeds are available, individuals within each location may have access to differing speeds and maximum speeds may not actually be available to all households in a given location.



## The solution

---

Eliminating the digital divide in Alberta will depend on funding, technology, and policy reform.



## The solution

### Funding

To ensure the successful deployment of broadband, Alberta's government announced an initial commitment of \$150 million and negotiated a Memorandum of Understanding (MoU) with the federal government to match it dollar-for-dollar. We are actively working to maximize public funding and private investment. Our expectation is that the initial funding of \$300 million from the Governments of Alberta and Canada will unlock a significant amount of private sector funding for the successful projects. With hundreds of municipalities and dozens of private sector companies all working on different plans and projects, avoiding duplication and optimizing the reach of existing infrastructure will be critical to achieving universal connectivity.

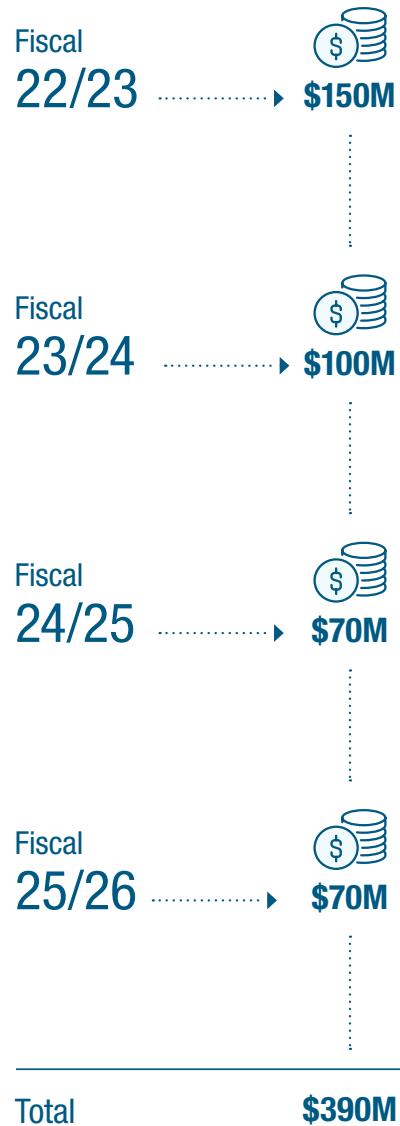
This initial investment is a critical step towards universal connectivity. Alberta's government has committed an additional \$240 million and, through matching funding with the federal government, we can successfully achieve connectivity for all Albertans by the end of fiscal year 2026/27.

In order to execute work as quickly and efficiently as possible, the MoU will leverage the Government of Canada's existing Universal Broadband Fund (UBF) process. The Government of Alberta will collaborate with the Government of Canada to review and select the best Alberta broadband projects that applied for UBF funding, eliminating duplicate application processes, and leveraging several hundred existing applications. This approach will ensure the market's capacity to build and deploy connectivity infrastructure is not overwhelmed.



Left to right: Paul McLauchlin, president, Rural Municipalities of Alberta; Chief Billy Morin, Enoch Cree Nation; Randy Boissonnault, Federal Minister of Tourism and Associate Minister of Finance; Nate Glubish, Minister of Service Alberta.

### Committed annual funding by Alberta's government



## Technology

A range of technological solutions will be required to meet the unique needs and characteristics of each community, while maintaining a sustainable, cost-effective approach to achieving universal connectivity. These include fibre, fixed wireless access, and LEO satellite technologies.

Fibre is recognized as the preferred solution for high-speed connectivity. However, analysis showed that a fibre-only approach is not the most effective way to expand connectivity across the province, costing tens of thousands of dollars to connect a single household in remote regions. While fibre technology will be used wherever possible, a blended approach will be necessary to achieve universal connectivity.

Fixed wireless access consists of a fibre backbone connecting to wireless towers that broadcast internet signals to nearby households. This technology offers a more cost effective way to reach remote communities by leveraging existing cell towers and wireless infrastructure, and is a critical part of the solution to connect communities where fibre may not be economically viable.

Some regions of the province are so remote and sparsely populated that even fixed wireless access technology will not be a viable solution. In these cases, LEO satellite technology, which uses radio waves to communicate with satellites in orbit, will be used to deliver internet connectivity. Satellite technology is most effective for remote regions where infrastructure and terrain make other solutions unfeasible. Satellite networks are growing every month, making this a strong solution for hard-to-connect regions.



### Fibre-to-the-home (FTTH)

Speeds: high  
Reliability: high

- Primarily in underserved rural and Indigenous areas within or on the edges of cities and towns that have sufficient population density and proximity to a fibre interconnection point.
- Expected to be used in cities and towns.
- Will serve rural and Indigenous communities that are close enough to cities and towns that have sufficient population density and proximity to a fibre connection point.



### Fixed Wireless Access (FWA)

Speeds: medium  
Reliability: medium

- Primarily in less dense rural and Indigenous areas where existing wireless infrastructure is already present and distances between dwellings is larger.
- Expected to be used primarily in rural municipalities, villages, summer villages, some First Nations and some Metis Settlements.
- Will be used where distance to existing infrastructure is available.



### LEO Satellite

Speeds: medium  
Reliability: TBD

- Primarily in areas with very low population densities, challenging terrain and distance from existing infrastructure (i.e., remote communities) would usually mean that FTTH and FWA are not feasible solutions.
- Expected to be used in some rural municipalities, First Nations and Metis Settlements.
- Will be used where low population density and distance from existing infrastructure is an issue.

## Policy reform

Regulatory decisions regarding telecommunications are a matter of federal jurisdiction. Some existing policies create challenges for private sector investment into rural connectivity infrastructure and the expansion of broadband in our province.

In order to invest in fixed wireless access infrastructure, telecommunications providers need to purchase a spectrum licence from the federal government. This spectrum licence allows them to broadcast a wireless internet signal in a specific geographic region over a certain frequency. Fixed wireless access technology and other technology advancements, like 5G, cannot be deployed without a spectrum licence.

Currently, the federal government auctions spectrum according to service areas based on geographic regions, and these service areas often include urban and rural portions. Industry must abide by the terms of a spectrum licence— for example, serving a minimum percentage of the population within a certain timeframe— which are often more easily met by serving the urban portion of the region. As such, the rural spectrum capacity is often left underdeveloped and rural communities are frequently left behind.

Investors who wish to develop new wireless infrastructure in a region cannot do so unless they have access to spectrum rights, which may require that the current spectrum holder relinquish their licence or sublease the spectrum access.

In some cases, spectrum holders seek to resell their spectrum licences at a profit, rather than using it for its intended purpose or developing the region themselves.

Service Alberta’s advocacy for spectrum policy changes includes:

1. Ensuring that rural and urban regions are not managed in the same service areas for spectrum licensing purposes, to better support development in underserved rural, remote, and Indigenous communities.
2. Strengthening and enforcing a “use it or lose it” framework for spectrum licensing that ensures spectrum is more readily available to providers who can demonstrate intent to provide services to the region.
3. Ensuring policies discourage the acquisition and resale of spectrum licences as a financial asset, and that buyers have realistic plans to develop the spectrum region.

If the federal government adopts these changes, the economics of broadband will be improved and private sector investment can reach more rural Alberta communities with improved fixed wireless solutions.



## Progress and next steps



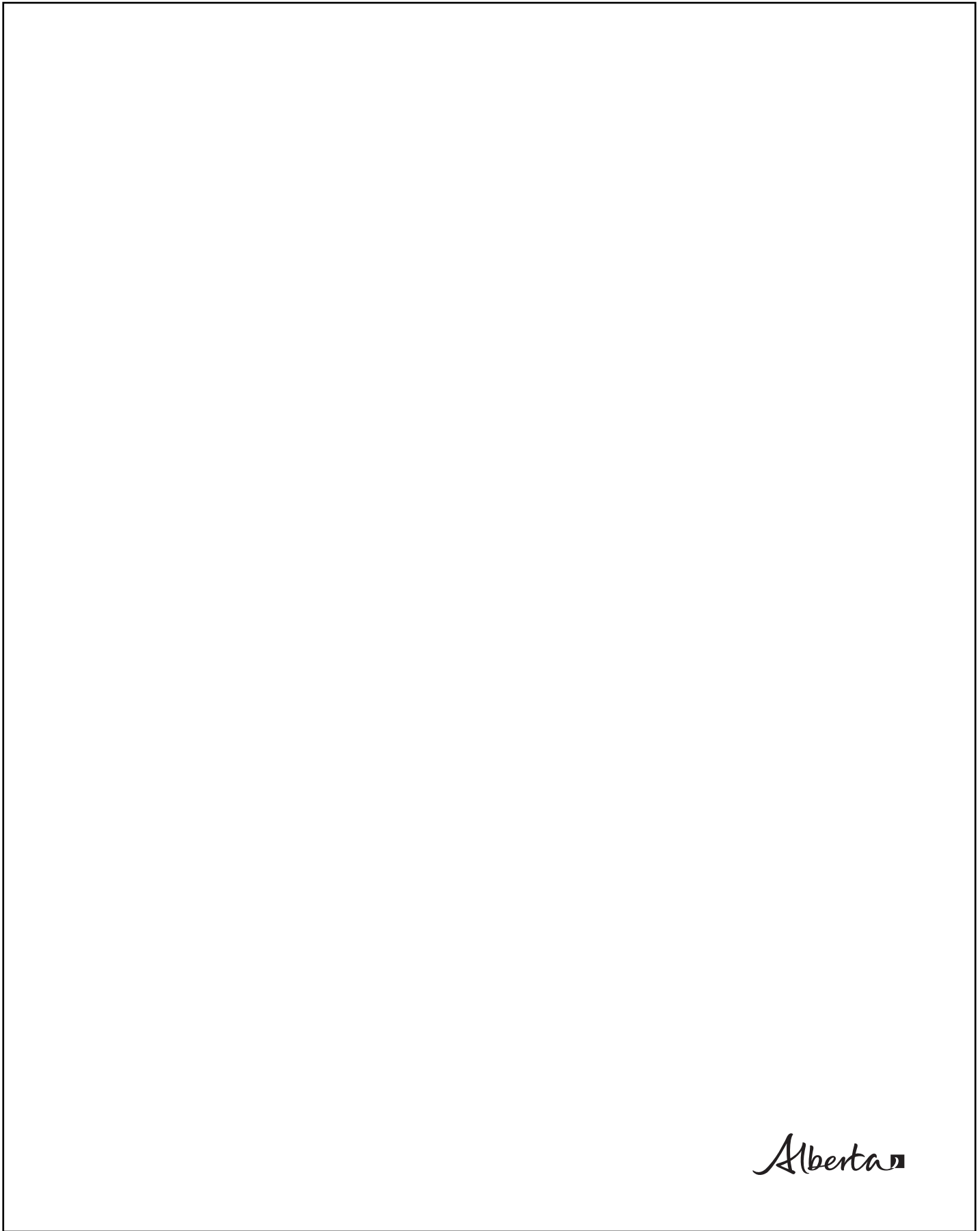
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## The commitment

Eliminating the digital divide and reaching universal connectivity in Alberta is a priority for Alberta's government. The Alberta Broadband Strategy outlines our plan to get the job done, including a commitment of \$390 million in provincial funding.

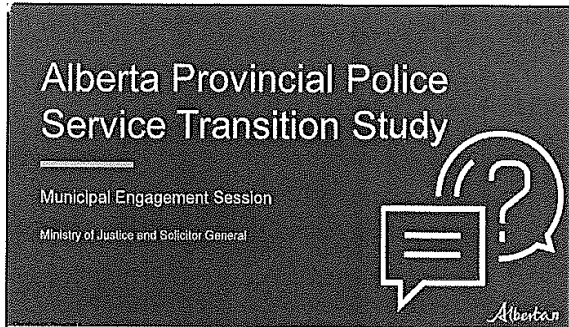
We are committed to providing the funding, advocacy, and strategic support to deliver universal connectivity in Alberta by the end of fiscal year 2026/27. This will ensure that all Albertans, regardless of where they live, can participate in our province's economic recovery, and benefit from new and exciting technological advances in the years to come.





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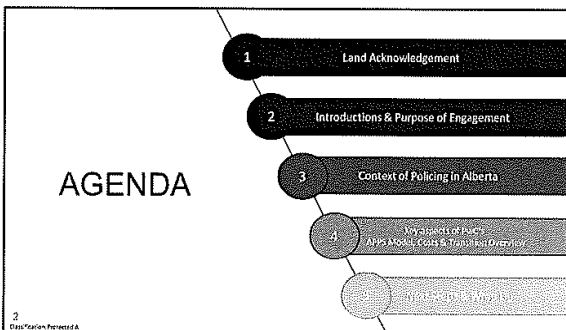
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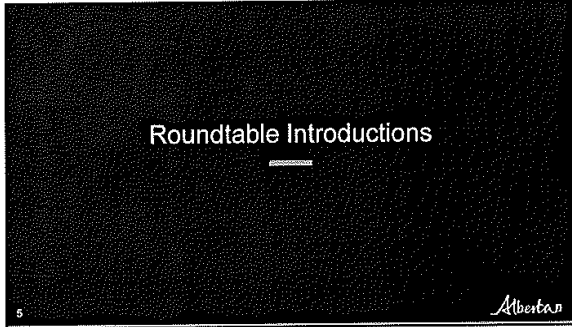
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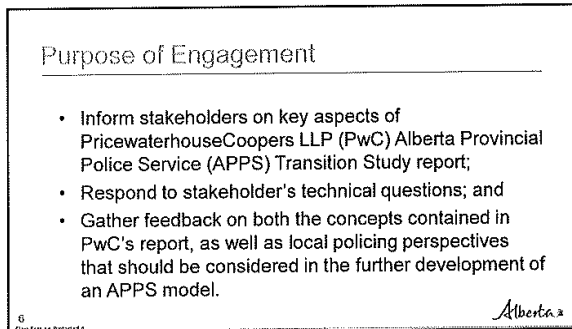
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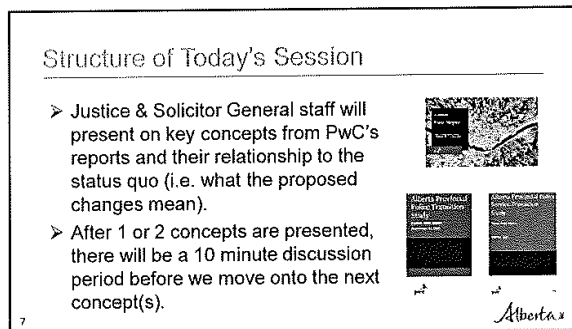
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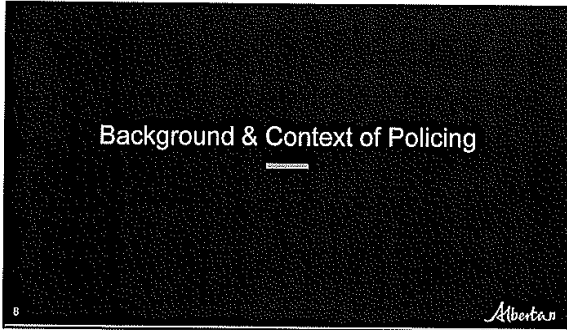
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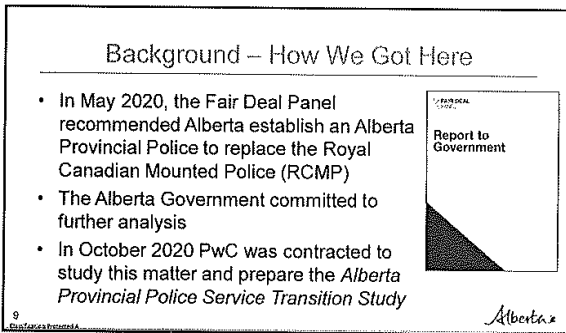
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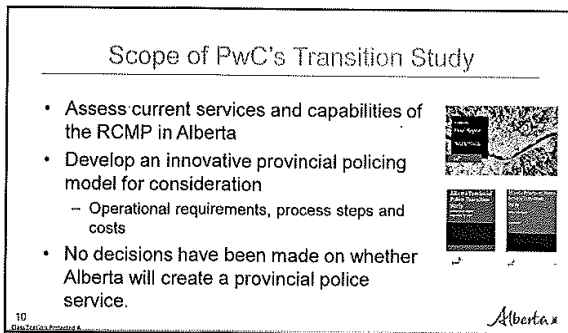
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2/24/2022

### Context of Policing in Alberta (1/3)

**Canada's Constitution**

- Federal Legislation:**
  - Criminal Code of Canada (R.S.C., 1985, c. C-46)
  - RCMP Act (R.S.C. 1985 c. R-10) & regulations
  - RCMP Superannuation Act (R.S.C., 1985, c. R-11)
- RCMP contractual instruments:**
  - Provincial Police Service Agreement (PPSA)
  - Municipal Police Service Agreements (MPSA)
- Alberta's Provincial Legislation:**
  - Police Act (RSA 2000, c P-17)
    - Police Service Regulation (AR 350/1990)
    - Police Funding Regulation (AR 720/20)
    - Exempted Areas Police Service Agreements Regulation (AR 164/014)
  - Peace Officer Act (SA 2006, c P-3.5)
  - Police Officers Collective Bargaining Act (RSA 2000, c P-18)

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Chris Ferguson Presentation 1

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### Context of Policing in Alberta (2/3)

- Federal Policing (RCMP's exclusive jurisdiction)**
  - Enforce federal laws, secure Canada's borders between ports of entry, collect criminal intelligence, and ensure the safety of critical infrastructure, internationally protected persons and other designated persons;
  - Investigate serious and organized crime, financial crime and criminal activity related to national security;
  - Conduct international law enforcement capacity-building, support Canadian international peace operations.
- Provincial Policing (provincial jurisdiction: RCMP contracted to provide)**
  - Police Act establishes responsibility for province to provide policing services to every municipal district and every town, village and summer village under 5,000 population.
  - 20-year Provincial Police Services Agreement (PPSA) signed between federal government and Alberta in 2012. RCMP is Alberta's contracted provincial police.

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Chris Ferguson Presentation 2

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### Context of Policing in Alberta (3/3)

#### Population by Policing Arrangement

- Standalone Municipal Police Services - 58%  
2,462,276 people
- RCMP - 42%  
1,825,757 total people
  - Municipalities: 1,278,664
  - First Nations: 549,093
  - Other Settlements: 5,000
- Standalone First Nations Police Service - 0.3%  
12,951 people

Jurisdiction (June 2020)	Officers	Civilians	Total
Standalone Municipal Police Services	4,200	1,770	5,970
Self Administered First Nations Police Services	24	35	59
RCMP (PPSA & MPSA)	2,097	933	3,030

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Chris Ferguson Presentation 3

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2/24/2022

Context of RCMP Contract Policing in Canada

- RCMP contract policing (166 contracts/agreements)
  - RCMP contracts in every province/territory except Ontario & Quebec
  - Most larger Canadian cities policed by their own municipal police
  - Current RCMP contracts expire in 2032
- RCMP unionization in 2015
  - 1<sup>st</sup> collective agreement in August 2021
- Police transitions:
  - First Nations policing
  - In progress: City of Surrey, British Columbia
  - Studying/intending to study: Alberta, Saskatchewan, New Brunswick, Nova Scotia
- Federal Government & RCMP Contract Policing

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Background & Context of Policing

5 minute Question & Discussion Period

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PwC's Proposed APPS Model

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**How did PwC build their APPS model?**

- Feedback received from Police Act Review engagement (2018-21)
- Feedback received during PwC's engagement workshops (Nov/Dec 2020 and Feb 2021):
  - Alberta Urban Municipalities Association (AUMA) attendees
  - Rural Municipalities of Alberta (RMA) attendees
  - Standalone municipal & First Nations police services attendees
  - Indigenous attendees
  - RCMP attendees
  - Alberta Health Services, Alberta Health, Alberta Community & Social Services, and Alberta Children's Services attendees
- PwC research into best practices, other transition reports, other jurisdictions, police reform initiatives, etc.

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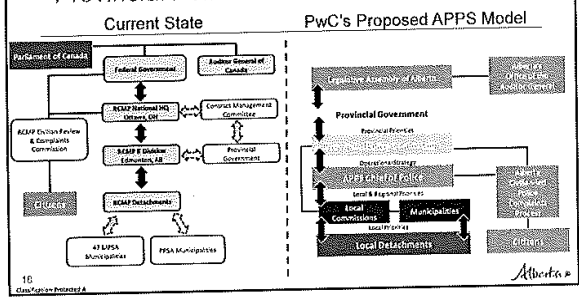
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**Provincial Police Governance & Oversight**



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**What Change is Being Contemplated? – Governance (1/2)**

- | Current State  | PwC's Proposed APPS Model  |
|--|--|
| <ul style="list-style-type: none"> <li>• RCMP Commissioner is a Deputy Minister in the federal government reporting to federal Minister of Public Safety. RCMP K Division Commanding Officer reports to RCMP Commissioner.</li> <li>• RCMP governed by federal legislation/regulation &amp; federal government policies (Treasury Board of Canada &amp; RCMP)</li> <li>• RCMP develops national policies for the force applicable across the country.</li> <li>• Contract management process with all provinces/territories that contract for RCMP. AM representative with Alberta.</li> </ul> | <ul style="list-style-type: none"> <li>• APPS Chief of Police reports to provincial police commission. Provincial Commission has representation from rural, Indigenous &amp; urban communities.</li> <li>• APPS is arms-length from government.</li> <li>• APPS governed by provincial legislation/regulations. APPS Policies set through provincial police commission.</li> <li>• APPS policies align with policies in use by Alberta's municipal police services.</li> </ul> |

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What Change is Being Contemplated? – Governance (2/2)

Current State

- Alberta Government sets overall budget for provincial policing and works with K Division on joint business plan.
- Municipal governments set overall budget for their municipal policing and work with detachments on annual performance plan.
- Various feedback arrangements for municipalities policed under PPSA.

PwC's Proposed APPS Model

- Alberta Government sets overall budget for provincial policing. Provincial Commission incorporates local commissions' feedback into priorities and sets business plan with performance metrics for APPS.
- Municipal governments set overall budget for their municipal policing and work with local commissions (made up of municipal representatives) & detachments on annual performance plan.
- Local commissions evaluate police performance and provide feedback/oversight to Detachment Commanders on local performance and connect into Provincial Commission.

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Governance & Oversight

20 minute Question & Discussion Period

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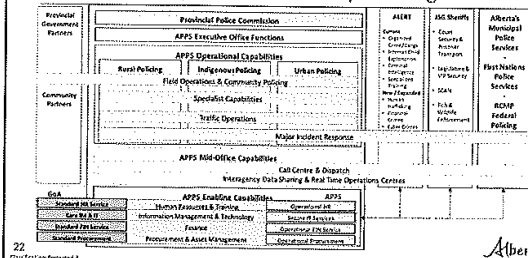
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PwC's Proposed APPS Operating Model



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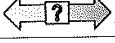
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**What Change is Being Contemplated? – Staffing Levels**  
**PwC's Proposed APPS Model**

Category	Level 1	Level 2	Total
Sworn Officers	1,613	0	1,613
	1,540	0	1,540
	Total Officers		3,153
Support staff			856
ALES support staff			115
Public Service Employees	Registered Nurses	40	
	Social Workers	25	
Total civilians			1,036
<b>Total</b>			<b>4,189</b>

- Level 1 members = fully sworn police officers
- Level 2 members = peace officers

Model A  Model B

RCMP K Division (as of June 2020)

- 3097 Regular Members
- 190 Civilian members
- 743 Public Service Employees
- Total of 4,030

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**What Change is Being Contemplated? – Human Resourcing**

Current State	PwC's Proposed APPS Model
<ul style="list-style-type: none"> <li>RCMP recruits nationally and uses this pool to fill positions nationally.</li> <li>RCMP transfer policy is set nationally with members transferred intra-provincially and across the country.</li> <li>Some positions are limited duration postings.</li> <li>Many promotional opportunities include transfer to another position in Alberta or in another province/territory.</li> </ul>	<ul style="list-style-type: none"> <li>Establish a recruiting program focused on recruiting people into the APPS who value the rural lifestyle &amp; desire to live in rural and smaller areas of Alberta. Recruits would come from Alberta and other parts of Canada.</li> <li>Reduce frequency of APPS member transfers inside the province, APPS members would remain in Alberta.</li> <li>Reduce limited duration postings.</li> <li>Reduce or eliminate "transfer promotions" as a means to offer APPS members career progression without the need to transfer out.</li> </ul>

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**Staffing & Human Resourcing**

5 minute Question & Discussion Period

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2/24/2022

### What Change is Being Contemplated? – Mental Health

Current State	PwC's Proposed APPS Model
<ul style="list-style-type: none"> <li>RCMP K Division uses Regional Police and Crisis Teams (RPACT), a partnership with Alberta Health Services (AHS). RPACT also exist with Edmonton Police Service, Calgary Police Service &amp; others.</li> <li>RPACT team is comprised of an RCMP officer and two mental health therapists from AHS, who respond together to mental health calls.</li> <li>RCMP RPACTs cover 14 out of 113 RCMP detachments in Alberta.*</li> </ul>	<ul style="list-style-type: none"> <li>APPS would recruit and hire mental health and social worker professionals directly into the police service.</li> <li>AHS would assist with hiring process and professional standards, but APPS would have ability to employ these staff members where they are needed.</li> <li>APPS would form 65 teams of APPS members / mental health nurses / and social workers to expand reach of this service into rural areas.</li> </ul>

\*Source: RCMP (July 19, 2021). News release Alberta RCMP mobile response team for mental health support. <https://www.rcmp.gc.ca/en/communications/2021/07/19/2021-07-19-0001>

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### What Change is Being Contemplated? – Deployment

Current State	PwC's Proposed APPS Model
<ul style="list-style-type: none"> <li>113 RCMP detachments across Alberta.</li> <li>RCMP detachment structure is established through divisional &amp; national policy.</li> <li>Specialist police resources (ERT, Major Crimes, etc.) reside in Edmonton or Calgary or in larger urban centres.</li> </ul>	<ul style="list-style-type: none"> <li>No less than 113 detachments across Alberta.</li> <li>Develop service centers (hubs) in larger detachments across the province to provide dedicated space for co-location of services.               <ul style="list-style-type: none"> <li>Allow for different detachment deployment models for different areas of province.</li> </ul> </li> <li>APPS' specialist police resources stationed across rural and urban detachments (similar to Ontario).</li> </ul>

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### Network-Based Deployment ('Hub') Model

<p><b>What is hubbing?</b></p> <ul style="list-style-type: none"> <li>A 'hub' model brings together specialist police services into a broader network to deliver services where they are needed, to most effectively provide coverage.</li> </ul>	<p><b>What does 'hubbing' look like?</b></p>
<p><b>How does hubbing work?</b></p> <ul style="list-style-type: none"> <li>A service hub supports multiple detachments by supplementing their resources to deliver additional services.</li> <li>Service hubs deliver general and specialized services while supporting linked detachments in the delivery of specialized services to enable more consistent access to those services across the province (instead of just near larger centers).</li> <li>Linked detachments deliver general police services to residents in their local communities.</li> <li>Drawing resources from service hubs, model provides rural areas with access to specialist police services that might otherwise only be available in larger urban centres.</li> <li>Model recognizes local differences by leveraging alternative deployment models instead of having detachments look the same across the province.</li> </ul>	

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**Mental Health & Deployment**

10 minute Question & Discussion Period

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**What Change is Being Contemplated? – Integration**

Current State	PwC's Proposed APPS Model
<ul style="list-style-type: none"> <li>• <b>Training</b> <ul style="list-style-type: none"> <li>- RCMP training standards are set nationally. Recruit training undertaken at Depot (Regina, Sask). Municipal police service training standards are set locally and undertaken locally.</li> </ul> </li> <li>• <b>Information sharing</b> <ul style="list-style-type: none"> <li>- RCMP Police Reporting and Occurrence System (PROS).</li> <li>- PROS is not integrated with Edmonton police service (EPS) or Calgary police service (CPS). EPS and CPS use a different product; however, some municipal police employees are provided limited access to search the PROS database.</li> <li>- Other municipal police in Alberta use systems different than PROS and provided limited access from RCMP.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Training</b> <ul style="list-style-type: none"> <li>- Provincial training standards developed. APPS training undertaken in Alberta &amp; APPS training focused on community policing, "customer service," and Alberta's specific Indigenous cultural/history/experiences.</li> </ul> </li> <li>• <b>Information sharing</b> <ul style="list-style-type: none"> <li>- Support integration of police information systems across Alberta to share data and information.</li> <li>- Integrated approach to data sharing to reduce duplication across all police in Alberta, coordinated deployment of resources across law enforcement to efficiently utilize resources.</li> <li>- APPS would still have access to PROS.</li> </ul> </li> </ul>

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**What Change is Being Contemplated? – Integration**

Current State	PwC's Proposed APPS Model
<ul style="list-style-type: none"> <li>• <b>Forensics</b> <ul style="list-style-type: none"> <li>- All police in Alberta use RCMP national lab system.</li> <li>- Currently, forensic lab service requests are triaged on a national basis and it can take weeks or months for police in Alberta to receive results, which impacts case investigators and court processes.</li> </ul> </li> <li>• <b>Dispatch</b> <ul style="list-style-type: none"> <li>- RCMP use two Operational Communications Centers (Red Deer &amp; Edmonton).</li> <li>- RCMP liaison staff located in EPS/CPS Real Time Operations Centres (RTOC).</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Forensics</b> <ul style="list-style-type: none"> <li>- Tiered provincial lab &amp; forensic services can be utilized to speed up lab results to assist in investigations.</li> <li>- Laboratory services utilized by the APPS to facilitate investigations but can also provide services to municipal police in Alberta.</li> </ul> </li> <li>• <b>Dispatch</b> <ul style="list-style-type: none"> <li>- APPS would initially use two Operational Communications Centers (Red Deer &amp; Edmonton). Opportunity to pair dispatch with detachment structure (i.e. model used by Taber Police Service).</li> <li>- Expanded RTOC model for APPS to work with all municipal &amp; First Nations police services in Alberta to share critical information in real time to front line officers and decrease response times in areas around jurisdictions with their own police.</li> </ul> </li> </ul>

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**Integration**

5 minute Question & Discussion Period

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**Operating Costs Overview / Comparison**

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**Operating Costs (Static Cost model)**

Current State Costs (Fiscal Year 2019/20) (RCMP Salary rate factored in)		Alberta Provincial Police Service Costs	
A. RCMP Municipal Cost (47 MPAs)	\$196 million	I. APPS Municipal Cost (47 MPAs)	\$196 million
B. RCMP Provincial Cost	\$388 million	II. APPS Total Provincial Cost (II - I)	\$538 - \$162 million
C. RCMP Federal Cost Share	\$188 million	III. Total (all-in) APPS Cost	\$734 - \$758 million
D. Total (all-in) RCMP Cost (A+B+C)	\$772 million		
E. Sheriff Highway Patrol	\$41 million		
F. Current State Total Provincial Cost (B + E)	\$399 million		
<b>Total (all-in) Current State Cost (D + F)</b>	<b>\$781 million</b>		

<b>Municipal Costs</b> <ul style="list-style-type: none"> <li>Funded through taxation &amp; provincial grants</li> <li>Benefit from leveraging provincial police resources (no chargeback)</li> </ul>	<b>Cost Drivers</b> <ul style="list-style-type: none"> <li>Salaries &amp; Benefits</li> <li>Equipment</li> <li>Vehicles</li> <li>Information Technology</li> <li>Infrastructure</li> <li>Administration overhead</li> </ul>
<b>Provincial costs</b> <ul style="list-style-type: none"> <li>Funded through provincial budgeting process &amp; revenue generation</li> </ul>	

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2/24/2022

Operating Costs Overview / Comparison

10 minute Question & Discussion Period

35 *Alberta*

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Transition

Elements, Timeline & Costs

36 *Alberta*

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What makes up the transition?

- Human Resources**
  - Transfers from the RCMP
  - New hires
  - Transfers from the Alberta Sheriffs
  - Transfers from other police & law enforcement organizations
- Equipment**
  - Alberta has paid into 70% of existing RCMP provincial policing equipment (PPSA)
  - Existing RCMP provincial policing equipment would transfer over to APPS with Alberta paying out the remaining 30% value to Canada.
- Technology**
  - 70% value of some existing RCMP provincial policing (PPSA) technology has already been paid into by Alberta.
  - Leverage existing provincial government technology assets & process, and partner with municipal police services to integrate others (records management)
- Real Estate**
  - Alberta has paid into 70% of existing RCMP provincial policing facilities (PPSA).
  - Existing PPSA RCMP facilities would transfer over to APPS with Alberta paying out the remaining 30% value to Canada.
  - Municipal policing (MPSA) real estate is already owned by each applicable municipality.

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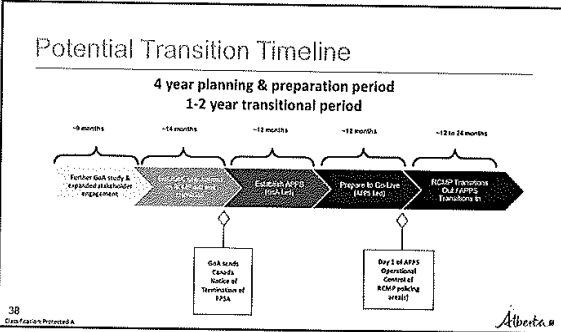
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### Transition Costing Model – Over 5-6 years

Cost Category	Model A – CAD 000s	Model B – CAD 000s
Transition Management Office	\$35,117	\$35,117
Indigenous Policing	\$5,440	\$5,440
Human Resources	\$43,732	\$49,117
Real Estate	\$95,548	\$95,548
Equipment	\$30,781	\$30,781
Technology	\$36,814	\$36,814
Communications	\$307	\$307
Transition Period – RCMP Costs	\$115,756	\$115,756
Other Costs	\$2,612	\$2,612
<b>Total</b>	<b>\$366,107</b>	<b>\$371,492</b>

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City of Calgary, Prepared & A

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Transition Elements, Timeline & Costs  
10 minute Question & Discussion Period

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City of Calgary, Prepared & A

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Next Steps

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- Questionnaire
- Public Survey

[jsg\\_appstranstionstudy@gov.ab.ca](mailto:jsg_appstranstionstudy@gov.ab.ca)

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Minister of Public Safety Mandate Letter

December 16, 2021



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,

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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.

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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.

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- 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



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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

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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

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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.

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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,



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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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 2 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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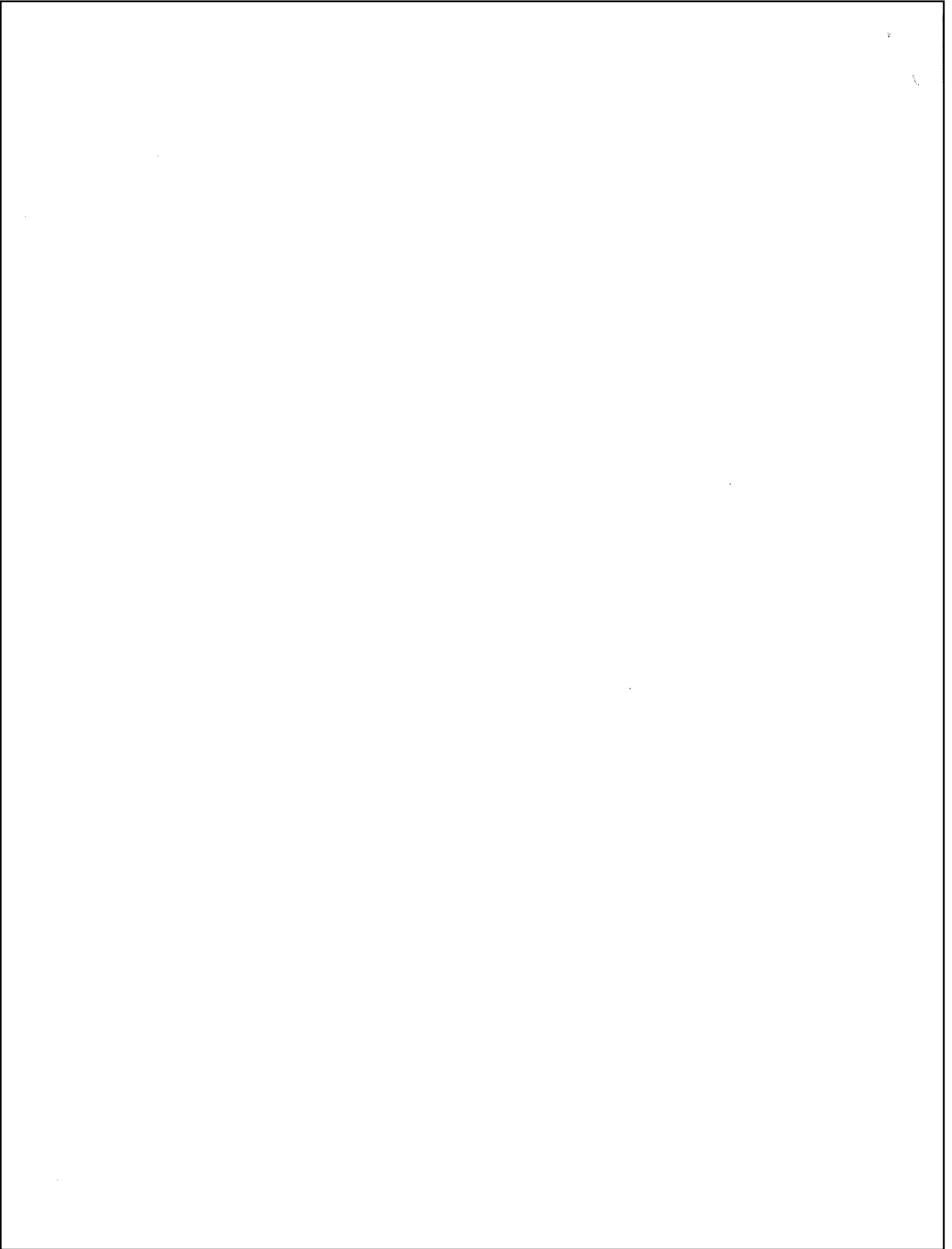


Assistant Commissioner of the RCMP, described the College of Policing model employed in the United Kingdom, which is a professional body the purpose of which is to “provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure the public trust.” 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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# 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

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Contract Policing

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]

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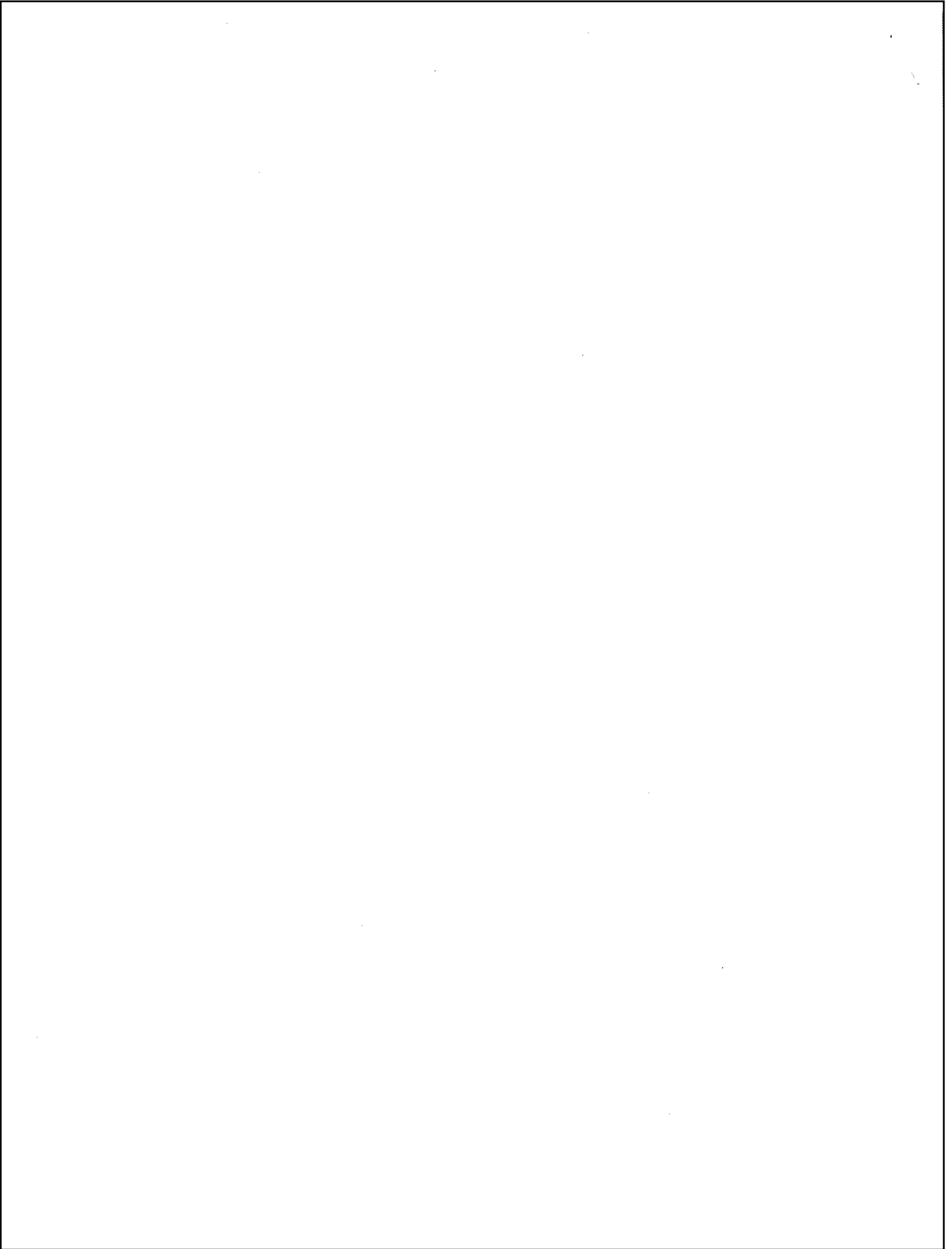
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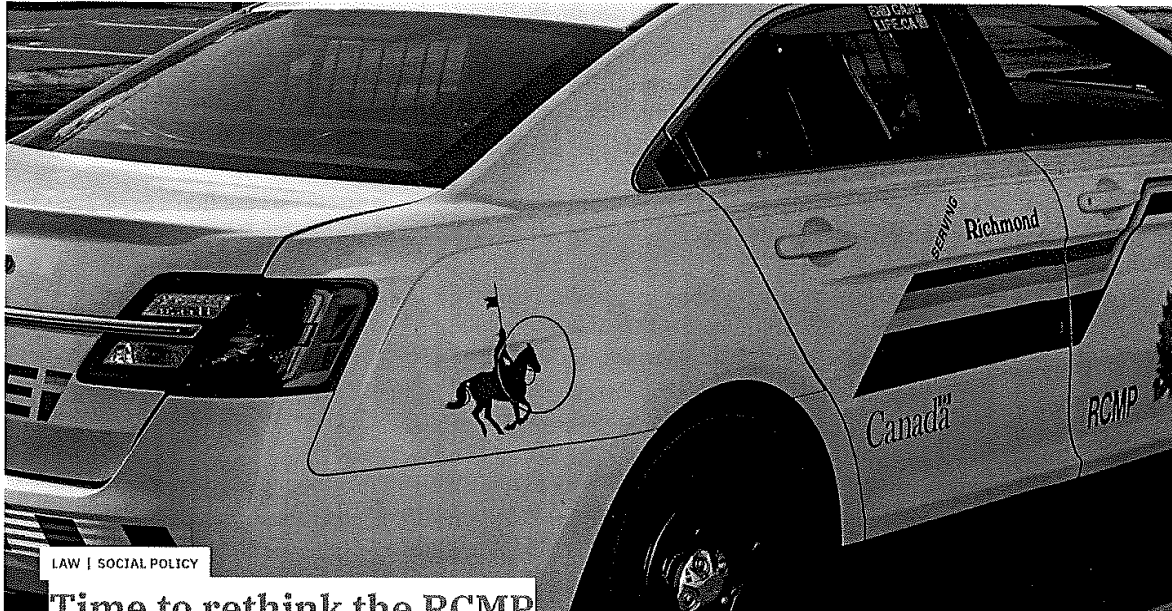
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Time to rethink the RCMP

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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.

POLICY  
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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 21<sup>st</sup> 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.



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Time to rethink the RCMP

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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 21<sup>st</sup> 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.

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### **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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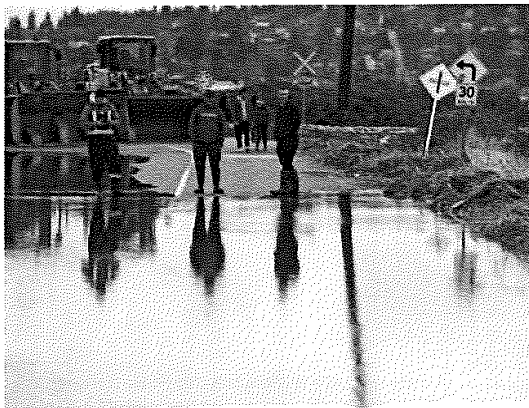


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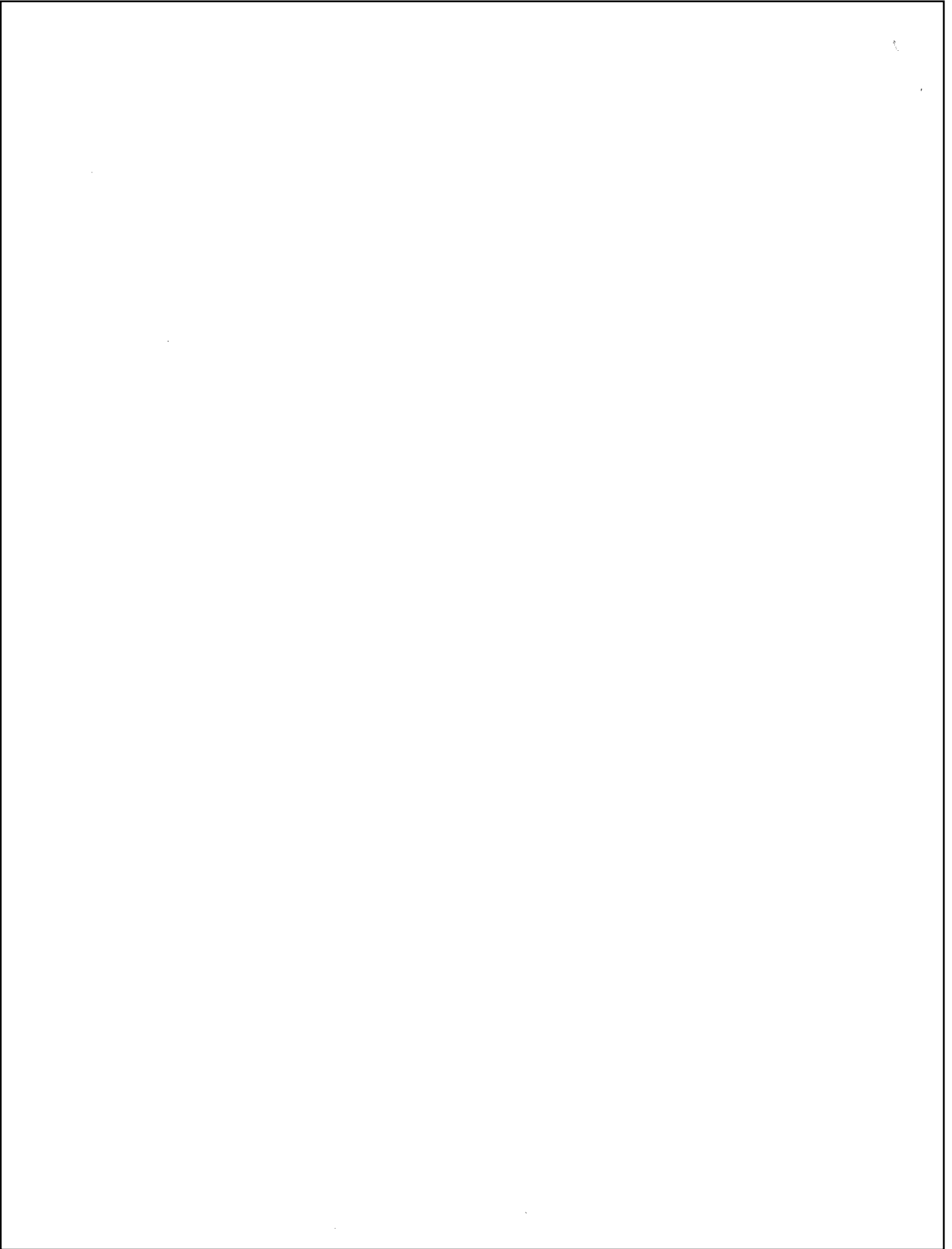
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Sask. government to look into creating provincial police force for the 2nd time | CBC News



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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)

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

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

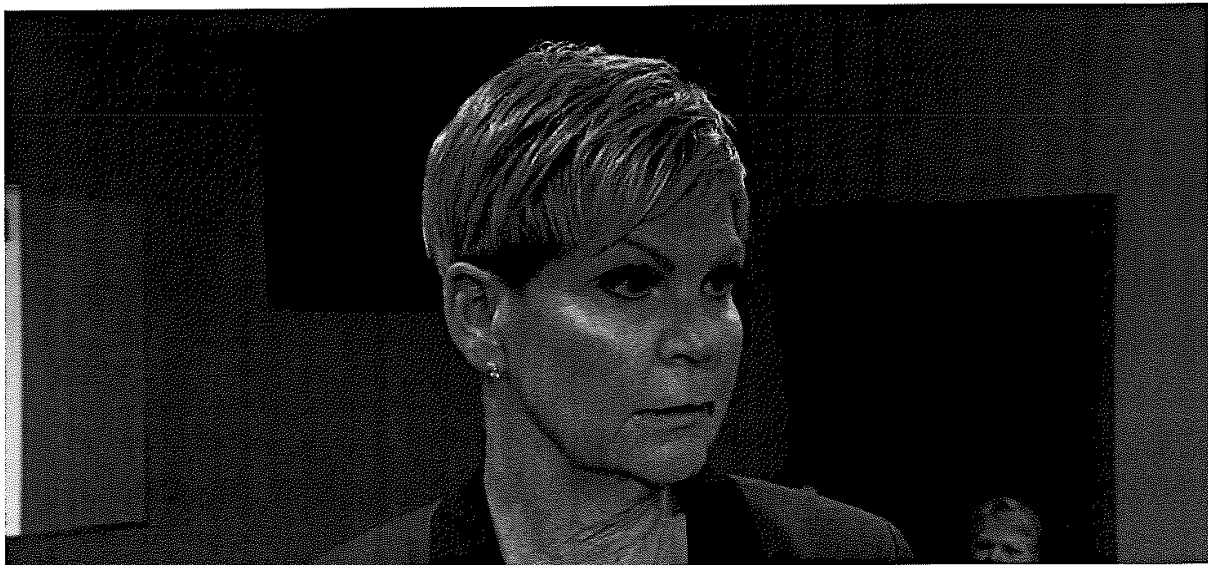
The government said that during the new legislative session it will "consider other measures to build provincial autonomy," including taking back administration of corporate income taxes from Ottawa and "the creation of a provincial police force to complement municipal police forces and the RCMP."

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.

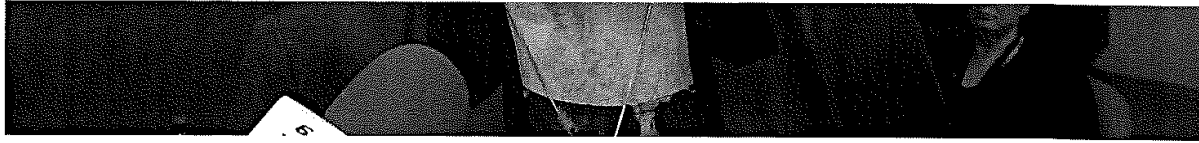


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Sask. government to look into creating provincial police force for the 2nd time | CBC News



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.

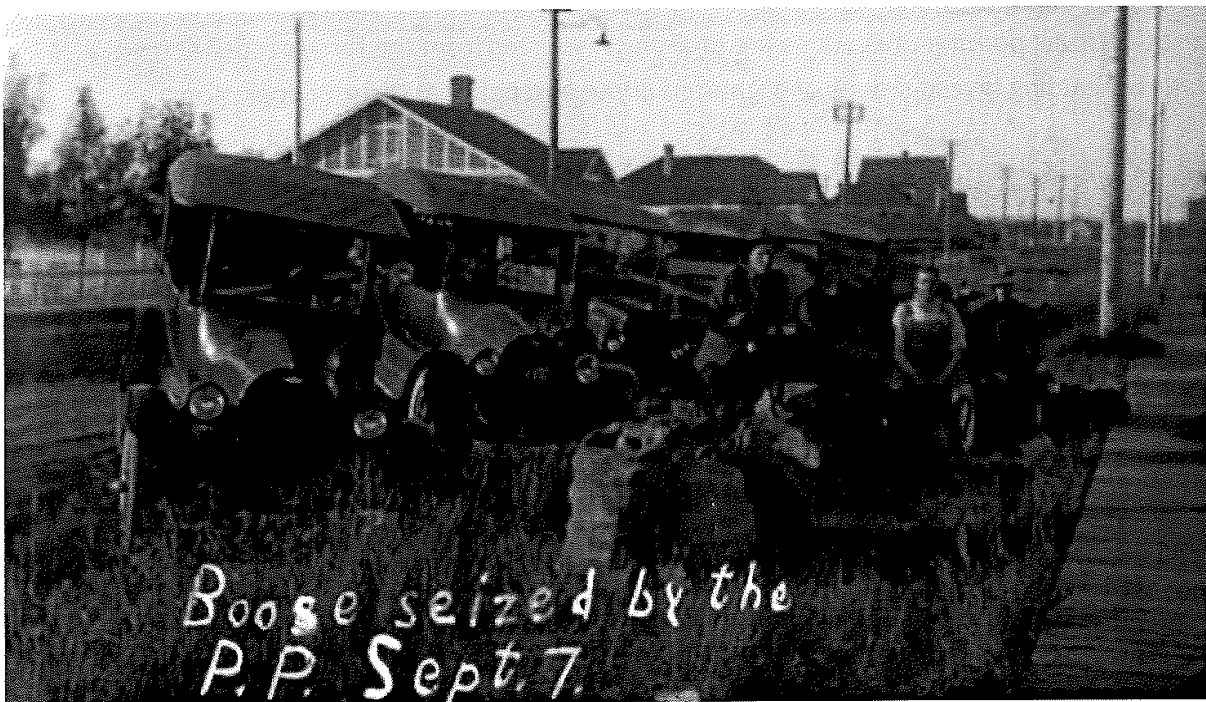
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"They thought it would just be a pain to try and enforce prohibition in the province of Saskatchewan. And so the provincial government used that as an opportunity to create a separate and distinct provincial police force," said Waiser.

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.

<https://www.cbc.ca/news/canada/saskatchewan/sask-government-to-look-into-creating-provincial-police-force-for-the-2nd-time-1.6234231>

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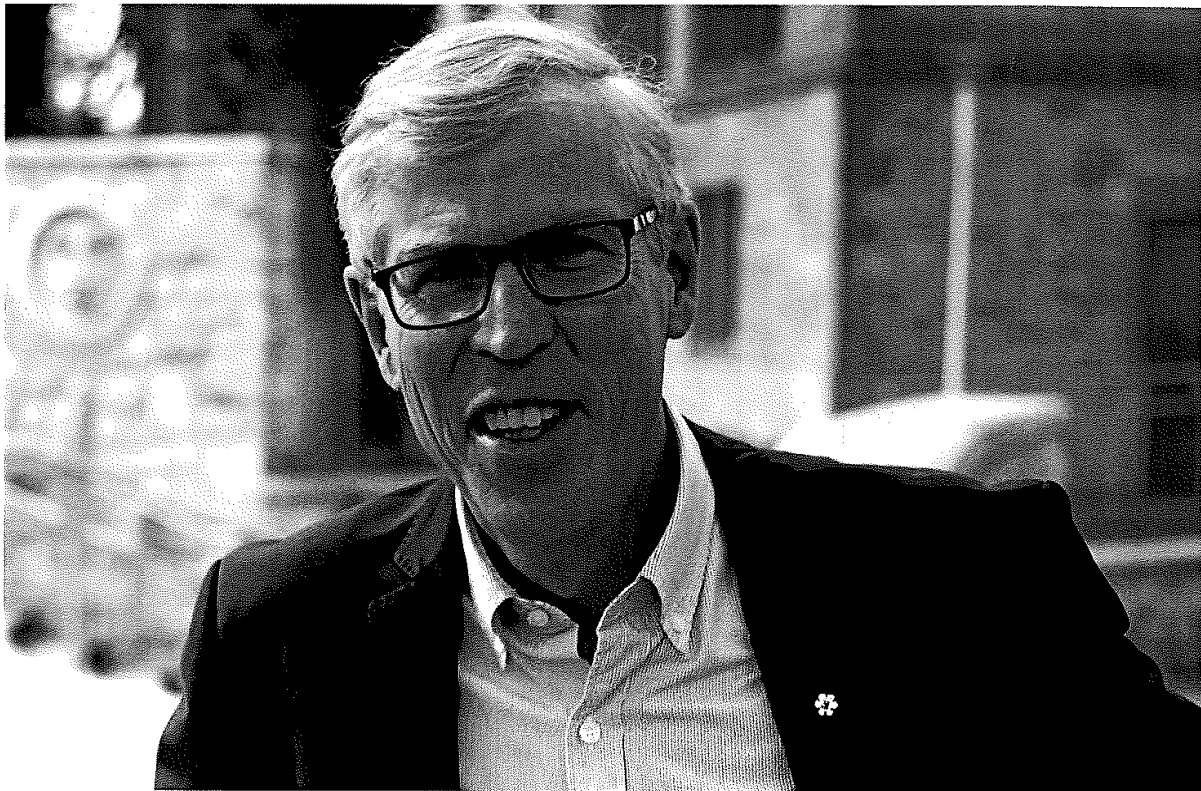
"Even though prohibition was introduced toward the end of the Great War, once the war is over, people lost their so-called reform fervor and wanted to have a drink."

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)

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## 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)

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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.

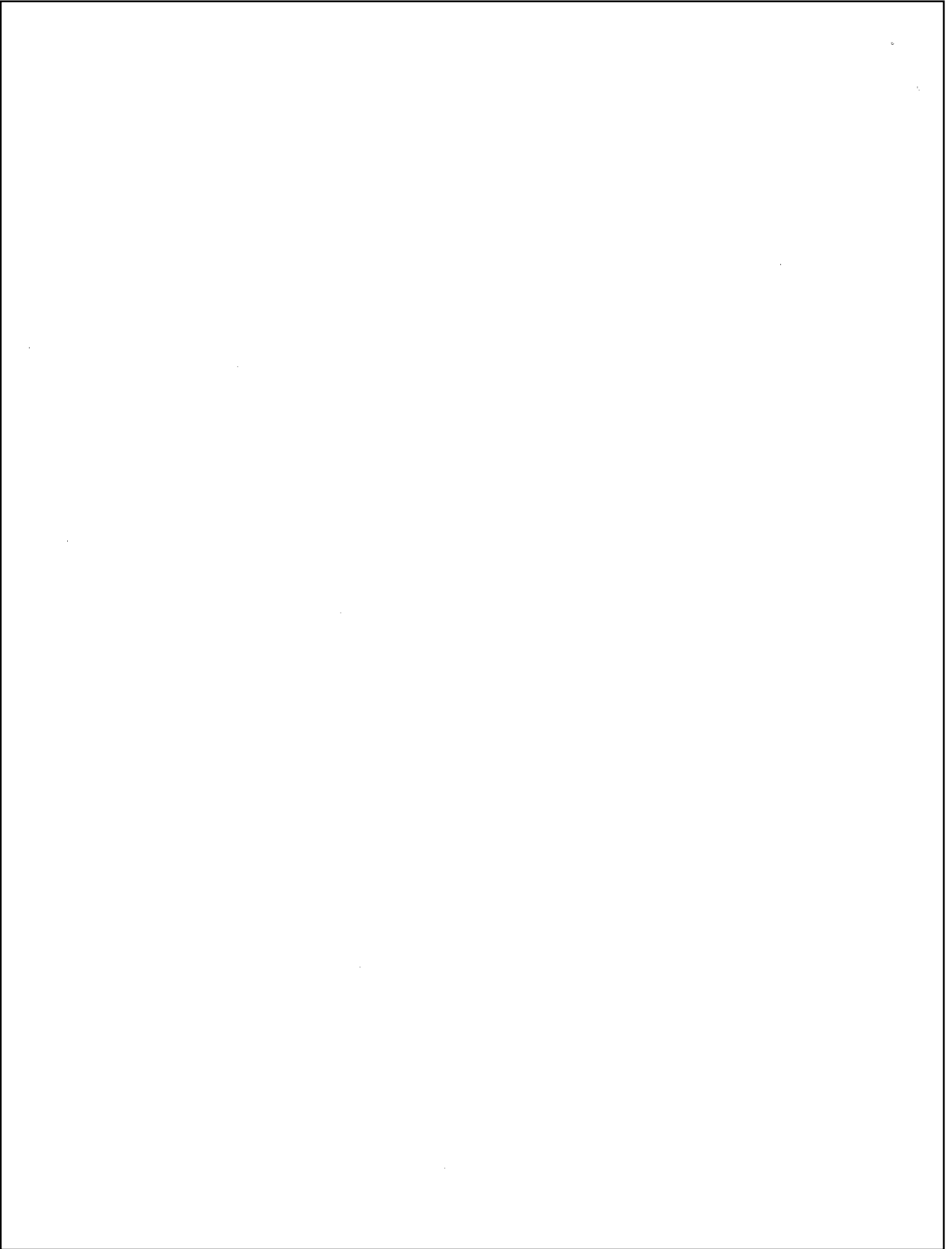
PricewaterhouseCoopers estimates the cost of that transition at between \$366 million to \$371 million.

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*With files from Janet French*

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Nova Scotia

## As N.S. reviews policing models, some towns ask if RCMP is worth the cost

Justice Minister Mark Furey has called for the review in light of RCMP contract costs

Michael Gorman · CBC News · Posted: Jan 12, 2021 3:11 PM AT | Last Updated: January 12, 2021



Truro's police department includes 36 officers, 13 civilians and a K-9 unit. (Truro Police Service)

<https://www.cbc.ca/news/canada/nova-scotia/justice-police-review-rcmp-mark-furey-1.5870162>

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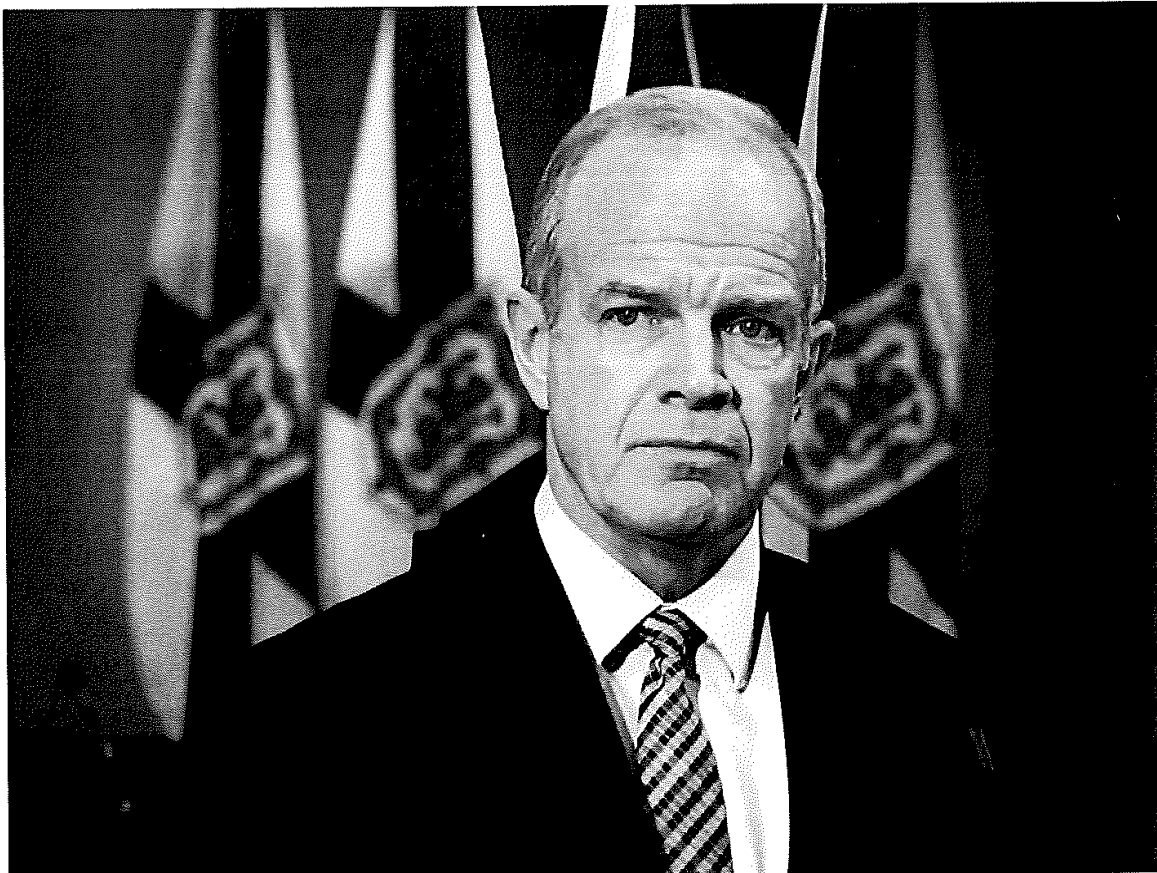
As officials with Nova Scotia's Justice Department review police services in the province, mayors for several towns that have municipal forces say they are receiving more dependable results than if they used the RCMP.

Justice Minister Mark Furey told CBC News last month that he's asked his department to review policing service models, including examining the possible creation of a provincial police force.

- **N.S. justice minister says RCMP owes public an explanation over high-speed chase**
- **After pandemic delays, RCMP union's quest for salary bump resumes**

For Furey, a key issue has become the affordability of contracts between municipalities and the RCMP, whose union is seeking a pay hike for its more than 20,000 police officers.

Although the province's contract with the RCMP runs until 2032, there are regular reviews built into the agreement. Along with those reviews, either party has the ability to exit the contract without penalty on March 31 of a given year, as long as they provide two years' notice.




<https://www.cbc.ca/news/canada/nova-scotia/justice-police-review-rcmp-mark-furey-1.5870162>

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Justice Minister Mark Furey called for the policing review after some municipalities expressed concerns about the affordability of the RCMP contract. (Craig Paisley/CBC)

Annapolis Royal Mayor Amery Boyer said her town has been through several policing reviews in the past and each time the result was the same.

"The decision to retain was less precarious, less risky than going with the RCMP," she said.

Annapolis Royal, a town of about 500 people, budgeted \$423,000 this year for its police department, which includes 3.5 full-time equivalent positions. Boyer said a key concern for a municipality when it comes to using the RCMP is service delivery.

"You might buy a level of service, but you have no assurance of getting it," she said.

Reliability is a key reason why the town of Truro has its own police force.

Like Boyer, Truro Mayor Bill Mills said multiple police reviews in his town have shown its own force provides more reliable service for what they spend compared to the RCMP.

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Truro Mayor Bill Mills says the town's police department has low turnover and lots of interest from officers wanting to come work there. (Robert Short/CBC)

The town of 13,000 people has a police budget of about \$5 million, which includes a force with 36 officers, 13 civilians and a canine team. Through the years, the town has increased wages to remain competitive with other police forces and Mills said that's resulted in long-term commitments from most people who don a uniform in Truro.

"Our turnover right now is almost nil," he said. "We have officers calling us, wanting to come to Truro and wanting to work here, establish a family here."

The situation provides stability, strong community engagement and good response times 24 hours a day, said Mills.

Response times and service delivery are among the driving factors in a police review the Municipality of Colchester County is currently engaged in with the province.

Mayor Christine Blair said the municipality wants to know the \$5.1 million it's spending each year on 35 RCMP officers is resulting in the service delivery residents need and expect.

## **'We're looking at our options'**

The review will consider all options, she said, ranging from adjusting the current arrangement with the RCMP to moving to a regional force of some sort.

"We're not saying that we can't do something, we're looking at our options [and] how can we best serve the residents of Colchester County with our policing service," said Blair.

A major challenge for her municipality is geography, said Blair. Even on a good day, it can take upward of 50 minutes to get to the outer limits of the municipality from the RCMP detachment in Bible Hill.

While there was a time when that issue was mitigated by community offices staffed in other parts of the municipality, including Tatamagouche, that's no longer the case.

<https://www.cbc.ca/news/canada/nova-scotia/justice-police-review-rcmp-mark-furey-1.5870162>

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For municipalities that use the RCMP, 70 per cent of the cost is paid for by the municipality and the province, with the federal government picking up the rest of the tab. Meanwhile, the 10 municipalities with their own forces are on the hook for almost all of the costs related to service delivery.

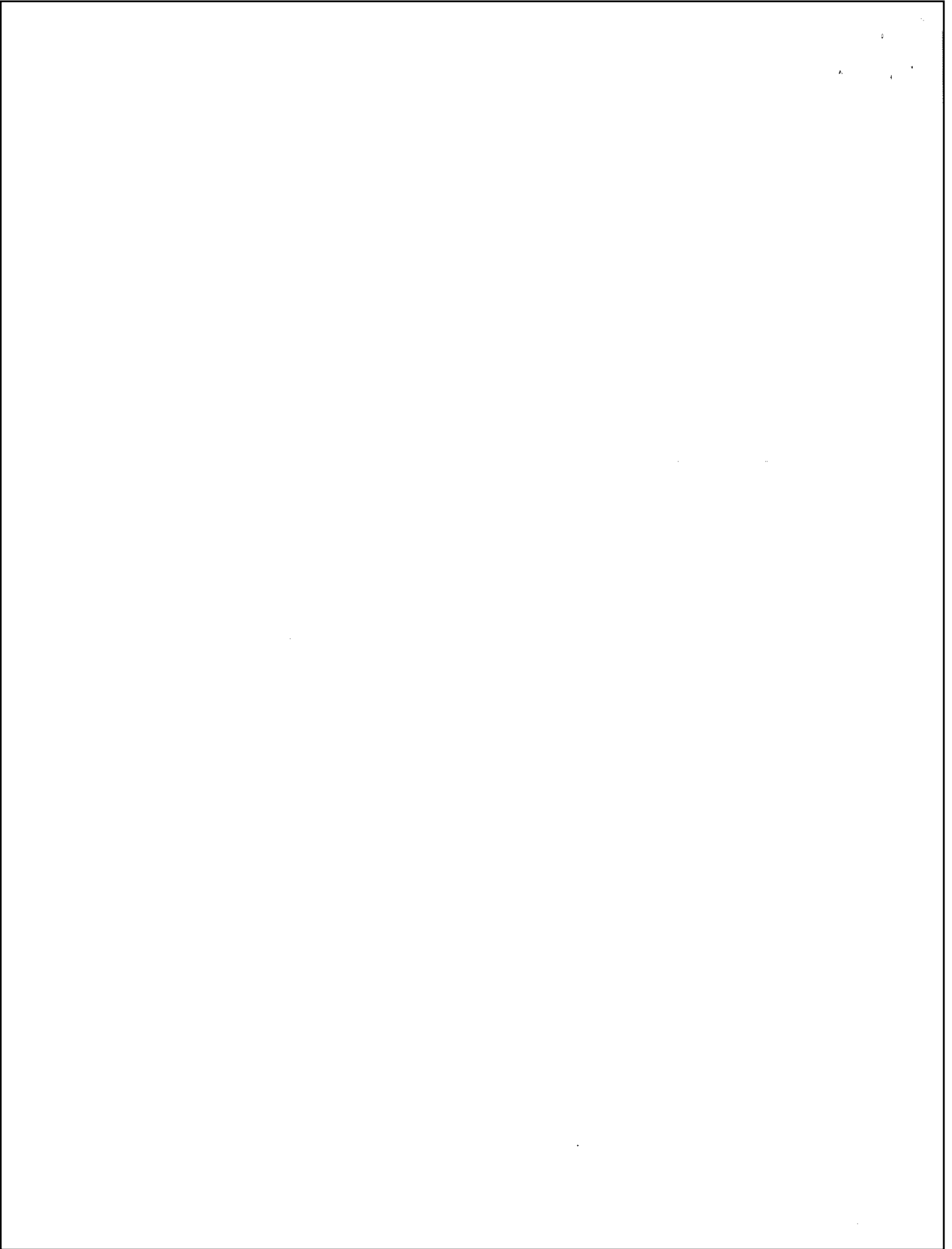
Mills said he'd like to see "fair and equitable funding" be part of the consideration of the review the Justice Department is conducting. Along with the Municipality of Colchester County, The Municipality of the District of Digby and the towns of Oxford and Mulgrave are also currently engaged in or have requested police services reviews.

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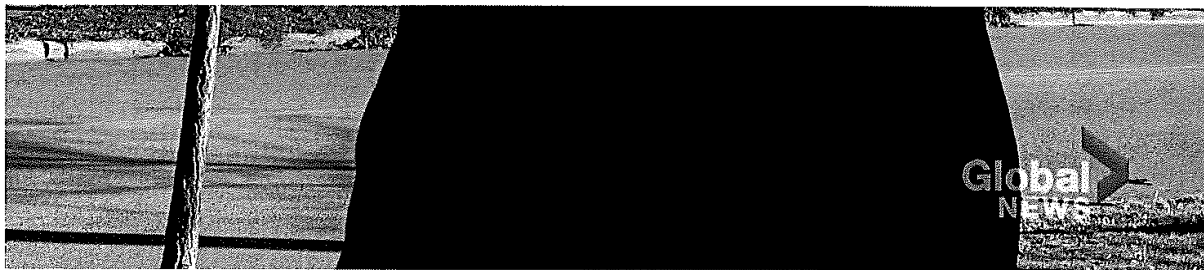
CANADA

# Moncton council votes to hire expert to study policing services, future of Codiac 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 Codiac 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



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Moncton council votes to hire expert to study policing services, future of Codiac RCMP - New Brunswick | Globalnews.ca



-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.

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## **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.

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**“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.”**

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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.

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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.

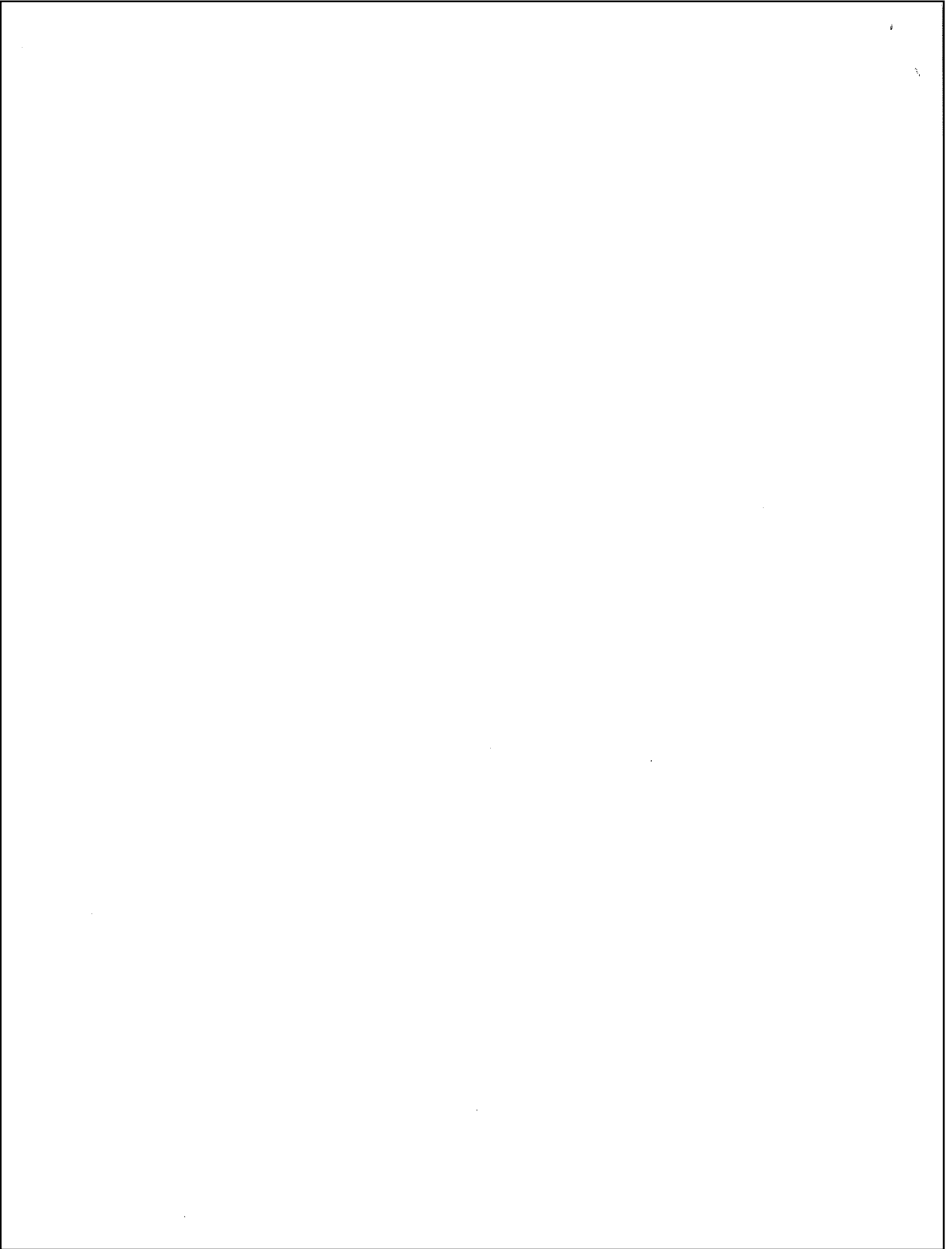
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— with a file from Shelley Steeves

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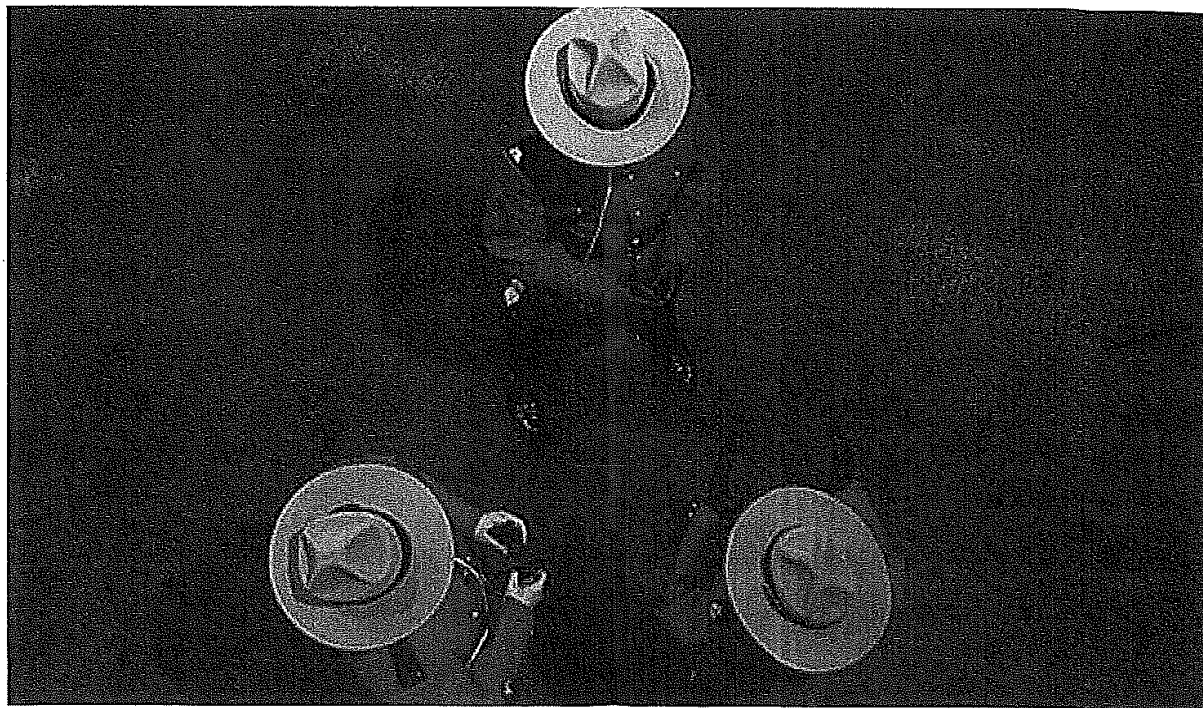
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Politics

## 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)

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RCMP's contract policing is headed for a federal review | CBC News

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.

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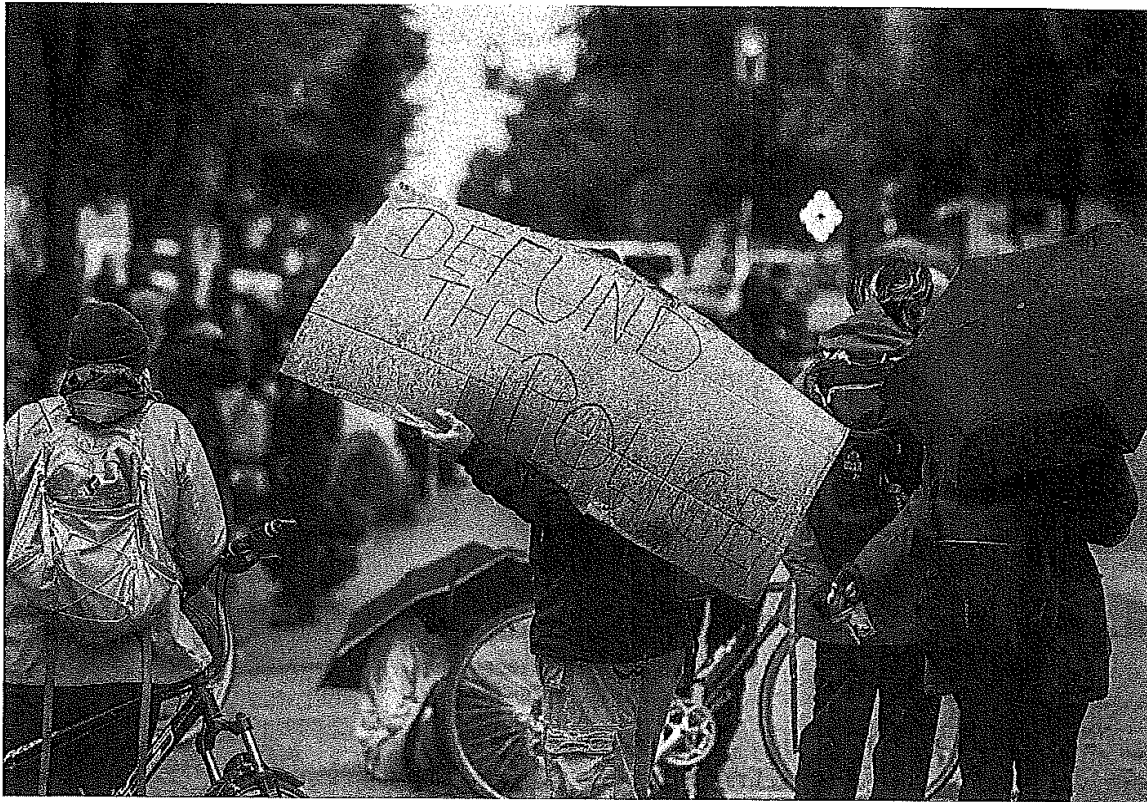
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"Almost one in four Canadians calls the RCMP for their police of jurisdiction. So I would suggest from all the data and the polling that we've done that the RCMP is extremely effective at contract policing," National Police Federation president Brian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

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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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Ottawa should explore removing Mounties from communities, MPs suggest | CBC News



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## 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)

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Ottawa should explore removing Mounties from communities, MPs suggest | CBC News

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.

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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."

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- **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

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Ottawa should explore removing Mounties from communities, MPs suggest | CBC News

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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