

Outstanding Questions for the Minister of Justice and Solicitor General from AUMA/RMA 2021  
President's Summit on Policing – February 17, 2021

1. My concern as a rural mayor is that the same or fewer police will be available to our area. So few members and too much paper work or court time taking away from field work. No chance of proactive community work as a result. More \$\$\$ spent for the same or less service for small rural areas.

Answer 1:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

2. If a Provincial Police Force were to come into effect, where will the loss of \$112.4M from the Federal Government come from?

Answer 2:

The current federal contribution to RCMP policing under the Provincial Police Service Agreement, Municipal Police Service Agreements and other provincial policing priorities is about \$171 million per year compared to \$501 million spent by the province and municipalities. PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

3. What percentage of Albertans are asking to defund police?

Answer 3:

The Government of Alberta has no current data or polling regarding support for defunding police.

4. Minister Madu: Polls show that the majority of persons who have supported transition to Provincial Police are those who live in communities that have their own Police force. The vast majority outside those communities support RCMP. The statements from the Fair Deal Panel was not supported. My question is how does GOA justify the expense of a Transition Staff when no clear mandate for need has been anywhere near justified.

Answer 4:

The Fair Deal Panel made a clear recommendation to create an Alberta provincial police service. Cabinet considered all the recommendations and determined that this recommendation required further study. The contractor is expected to provide their report to the government for its consideration by April 30, 2021. The budget for the transition study is \$2 million. The Government of Alberta has an obligation to listen to the concerns of its citizens and make an informed decision on whether an Alberta provincial police can improve the safety and security of Albertans.

5. how does creating an additional beurocracy meet with the promise to reduce red tape and administration costs in government?

Answer 5:

PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

6. How would a provincial police force address the lack of policing in smaller and remote communities? It is the same budget and decisions made by the provincial gov. A provincial police force could cost more per officer, therefore not addressing the route issue with is adding officers to address concerns.

Answer 6:

PwC has been asked to develop a provincial police service model capable of delivering improved policing to all Albertans regardless of where they live, increases citizen input, enhances connections to the community.

PwC's report will develop a costing model that clearly outlines the costs of any potential provincial police model, as well as the costs involved should the provincial government decide to transition from the RCMP to an Alberta provincial police.

PwC's costing model will take into account the costs of the current RCMP contract policing model as well as the ongoing collective bargaining process between the federal government and the National Police Federation (NPF). Negotiations between the federal Treasury Board and National Police Federation (NPF), the union representing the RCMP, are expected to culminate in a collective agreement for RCMP members below the rank of Inspector. Although it is unknown when this agreement will be finalized, based on information provided by the RCMP's National Headquarters, all RCMP contract partners can anticipate a significant rise in RCMP policing costs.

7. Has there been any indication when communication between RCMP and Community Peace Officers will be rolled out through the AFRACs communication channels?? This would also support boots on the ground and keeping communities safer.

Answer 7:

An Alberta First Responder Radio Communications System (AFFRCS) pilot project concluded in early 2021 between the RCMP and some Community Peace Officer (CPO) agencies. Work to enhance radio communications between the RCMP and CPOs is expected to move forward.

8. If opportunity out of fair deal panel is to re-imagine policing in Alberta. How is what is being undertaken in the transition study actually accomplishing this?

Answer 8:

Justice and Solicitor General is doing several things to re-imagine and reform policing in Alberta including the *Police Act* review, implementation of RAPID Response, and increasing funding to Alberta Law Enforcement Response Teams, among others. Specifically, the Alberta Provincial Police Service Transition Study, will look to strengthen community voices in policing, PwC has been asked to develop a model where community policing is the cornerstone of a potential Alberta provincial police improving policing services for Indigenous people, racialized communities, and all Albertans.

9. With a provincial police force and the monies lost from the Feds and the millions/billions that will cost to set up our own force where is this money going to come from? The GOA has downloaded so much already to the municipalities we cannot afford anymore downloads. This needs to go to the polls for all eligible Albertans to vote on this. And with the higher cost of a provincial police force that to me will lead us to have fewer boots on the ground

Answer 9:

The Government of Alberta's police funding model will invest more than \$286 million over five years into frontline law enforcement services. This cost-sharing partnership will see small and rural communities pay a portion of frontline policing costs, bringing them into line with larger communities and cities with every dollar of the additional funds invested in frontline policing.

If cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement on a potential transition to an Alberta provincial police

10. Could you please provide the costs of this Transitional Feasibility Study by PWC

Answer 10:

PwC is expected to provide their report to the government for its consideration by April 30, 2021. The budget for the transition study is \$2 million.

11. first question to ask Contractor is the cost of this program, i am sure it will cost the province a lot more.

Answer 11:

The current federal contribution to RCMP policing under the Provincial Police Service Agreement, Municipal Police Service Agreements and other provincial policing priorities is about \$171 million per year compared to \$501 million spent by the province and municipalities. PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

12. How will the Province handle Federal Statutes, wont' we still need the RCMP

Answer 12:

Federal policing is separate from provincial and municipal policing, and is provided by the federal government regardless of jurisdiction. Currently, the RCMP maintains their federal policing mandate in jurisdictions with a separate provincial police service such as Ontario and Quebec. The scope of the RCMP's federal policing mandate includes: combating terrorism, organized crime, and specific crimes related to the illicit drug trade; economic crimes such as counterfeiting and credit card fraud; and offences that threaten the integrity of Canada's national borders. The RCMP protects VIPs, including the Prime Minister and foreign dignitaries, and provides the law enforcement community with a full range of computer-based security services.

13. With the current situation for the municipalities, and the issues of uncollected taxes will we still be required to provide the Alberta Government with the Police Tax for this year? For some municipalities it isn't possible to pay the Police Costing at this time.

Answer 13:

The Government of Alberta's police funding model will invest more than \$286 million over five years into frontline law enforcement services. This cost-sharing partnership will see small and rural communities pay a portion of frontline policing costs, bringing them into line with larger communities and cities with every dollar of the additional funds invested in frontline policing.

14. Would Provincial Policing have a greater opportunity for personnel to live in the community they were working in? Proximity distracts criminal activity.

Answer 14:

Through the Fair Deal Panel, Albertans expressed their frustration with the RCMP's transfer policy and its impact on the connection between police and the communities they serve. PwC has been asked to consider how an Alberta provincial police service could train and deploy a capable workforce in both rural and urban areas, and that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

15. Will the public see the study before a decision is made or will it just go to cabinet?

Answer 15:

We expect PwC to submit its final report to government by April 30, 2021. After reviewing PwC's findings, Alberta's government will make a decision about whether to continue studying the feasibility of establishing a provincial police force.

If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

16. Can you confirm the RCMP would continue to have a presence in Alberta with their Federal Enforcement Mandate...also would they not be obligated to provide and continue with their policing of First Nations Land ...an Ottawa responsibility??

Answer 16:

Policing is a provincial responsibility. The province has the responsibility to ensure policing is provided to all citizens in the province, including those who reside in indigenous communities on and off reserve. Indigenous communities are policed by the RCMP acting as the provincial police service under the terms of the Provincial Police Service Agreement (PPSA). Under the First Nations Policing Program (FNPP), First Nations communities can augment the services that are provided by the RCMP, or establish their own police service.

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the Prime Minister and foreign dignitaries, and provides the law enforcement community with a full range of computer-based security services.

17. There is supposedly cost savings through sharing. Listening to their presentation it appeared the sharing was again based in large Urban areas. How will Rural Alberta be assured they will be able to obtain this cost sharing equipment and specialized units?

Answer 17:

As part of their study, PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. PwC's model also includes the provision of specialized policing units to both rural and urban Alberta.

18. With the pandemic in the world this is a bad time to ask people for more taxes from albertans with no help from federal help

Answer 18:

The current federal contribution to RCMP policing under the Provincial Police Service Agreement, Municipal Police Service Agreements and other provincial policing priorities is about \$171 million per year compared to \$501 million spent by the province and municipalities. PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

19. Can we get a definition of what Community Policing means in this study?

Answer 19:

Community policing is a method of policing that adopts organizational strategies focused around citizen and community engagement, partnerships, and proactive strategies to improve community safety and reduce crime.

20. Doug: How much will this transition study cost the citizens of Alberta?

Answer 20:

The budget for the transition study is \$2 million.

21. To reach a break even point, we would need to achieve a 30% improvement in efficiencies just to break even because of the loss of federal funding. And to achieve improvements, we would need even greater efficiencies. Do you think this is

reasonable? I think everyone realizes that policing requires a high level of bureaucracy to undertake very complex duties.

Answer 21:

The current federal contribution to RCMP policing under the Provincial Police Service Agreement, Municipal Police Service Agreements and other provincial policing priorities is about \$171 million per year compared to \$501 million spent by the province and municipalities. PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

22. There was a study down a few years ago, on this subject and from it came out was the Sheriff's started. Would it not be prudent to review that information and update as times have changed somewhat? Some of these ideas and findings were definitely good.

Answer 22:

All previous studies on the topic have been provided to PwC. Additionally, PwC has conducted a jurisdictional scan within Canada and internationally.

23. Once the cabinet sees the report will Albertans have access to review it as well?

Answer 23:

We expect PwC to submit its final report to government by April 30, 2021. After reviewing PwC's findings, Alberta's government will make a decision about whether to continue studying the feasibility of establishing a provincial police force.

24. If municipalities are not charged for the difference (losing Federal Supplement) then it comes from general revenue. Does this mean less MSI or loss of other provincial services Education Health??

Answer 24:

The Alberta Government is responsible for ensuring Albertans have access to high quality services and supports such as healthcare, education, public safety, affordable housing, and support for the vulnerable and marginalized. Alberta is committed to delivering cost effective, sustainable, client-centred healthcare as well as providing quality education and skills development to Albertans.

As part of the transition study, PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves

services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

25. Respectfully Minister, much more work needs to be completed prior to proposing replacing existing RCMP. We r doing a disservice to the RCMP members who risk their lives everyday of behalf of Albertans. Also as u know we pay for 90% our police service and our satisfied with the service the RCMP provide. Respectfully Municipalities should be leading this conversation.

Answer 25:

If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

26. Would it be possible to have both Associations work in harmony? Ie. RCMP would look after issues of national security, border security, on Reserve, and where inter provincial crime or other issues occur? APPS would have jurisdiction over community policing and those issues of provincial jurisdiction like ON, QC?

Answer 26:

Federal policing is separate from provincial and municipal policing, and is provided by the federal government regardless of jurisdiction. Currently, the RCMP maintains their federal policing mandate in jurisdictions with a separate provincial police service such as Ontario and Quebec. The scope of the RCMP's federal policing mandate includes: combating terrorism, organized crime, and specific crimes related to the illicit drug trade; economic crimes such as counterfeiting and credit card fraud; and offences that threaten the integrity of Canada's national borders. The RCMP protects VIPs, including the Prime Minister and foreign dignitaries, and provides the law enforcement community with a full range of computer-based security services.

27. You as Justice Minister need to overhaul the Justice System more than anything else. It is not the RCMP that is the problem it is your own department. Lack of Crown Prosecutors abd sentencing that fits the crime.

Answer 27:

Albertans deserve a justice system that protects them, their loved ones, and their property. We are committed to providing the tools and resources necessary to ensure the criminal justice system operates in a timely and effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice

and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

28. Edson RCMP operate out of a Federally owned building. If we moved to a provincial force, who would be responsible for housing these officers, building cell blocks etc?

Answer 28:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta Provincial Police.

29. Will current Municipal Police forces ie: EPS, CPS, Camrose City etc be asked to expand services to rural or suburb communities.

Answer 29:

PwC's transition study will develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. Under Alberta's Police Act, municipalities with a population greater than 5,000 have the option to establish their own municipal police service or enter into a regional police service arrangement.

30. With the evaluation occurring to go with a Provincial Police force. Have we fully investigated our current Fed. Contract to deliver the level of service we as a Province to pay for?

Answer 30:

The RCMP is currently contracted to be Alberta's provincial police, and Alberta's Government will continue to work with all law enforcement partners to improve the safety and security of Albertans and their property. The RCMP have been engaged throughout this study and have contributed both information to assist PwC in their current state analysis, as well as participated in PwC's envisioning workshops.

31. Minister Madu, would a potential provincial policing service be offering municipal policing contracts for smaller (15,000 - 40,000 pop for example)?

Answer 31:

Under Alberta's Police Act, municipalities with a population greater than 5,000 have the option to engage the provincial police service as their municipal police service.

32. Would the Province provide a commitment to Municipalities, if they decide to move to an APPS model, that there will be no increase to the Rural Crime Levy to offset these costs?

Answer 32:

The Government of Alberta's police funding model will invest more than \$286 million over five years into frontline law enforcement services. This cost-sharing partnership will see small and rural communities pay a portion of frontline policing costs, bringing them into line with larger communities and cities with every dollar of the additional funds invested in frontline policing.

As part of the transition study, PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

33. Why are we not waiting until the results from the referendum in the Fall before we move forward on \$\$\$ committed to this idea?

Answer 33:

The Fair Deal Panel consulted with tens of thousands of Albertans and heard about many rural Albertans' frustrations with the RCMP. Alberta's government has an obligation to listen to the concerns of its citizens, undertake a thorough study of the topic, and make an informed decision on whether an Alberta provincial police can improve the safety and security of Albertans.

34. As a rural Albertan my belief is that the Justice System is not able at this time to keep up with the demands that are currently be placed on it. How will your department reform the Justice dept so that it more efficiently meets the needs of Albertans who depend on it to keep us safe.

Answer 34:

Albertans deserve a justice system that protects them, their loved ones, and their property. We are committed to providing the tools and resources necessary to ensure the criminal justice system operates in a timely and effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

All involved stakeholders including law enforcement, the judiciary, duty counsel, and Crown prosecutors continue to work together to identify further improvements to help decrease delay. Some recent changes include:

- using remote court processes to help address the backlogs and shorten wait times.
- remotely hearing thousands of dockets, hearings, trials, sentencings and other.
- encouraging Albertans to deal with their traffic tickets online.
- starting email filing of certain documents and work on more permanent e-filing solutions.
- moving jury selection and jury trials to off-site facilities that are better able to accommodate larger groups while maintaining physical distancing requirements.

35. Part of Policing at the Provincial and Municipal level is having quick and efficient access to federal policing records. Has the Province addressed how an added layer of policing (and record keeping) at the Provincial level will be addressed; without compromising the need for information and ultimately safety for our citizens?

Answer 35:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta Provincial Police.

36. Is the intention to take over current RCMP infrastructure of facilities and IT systems?

Answer 36:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta Provincial Police.

37. Is PwC mandated to recommend the RCMP if the financial costs of the RCMP prove more beneficial?

Answer 37:

PwC's report will provide an evidence-based and objective analysis that will allow Cabinet to decide whether to continue studying the feasibility of establishing a provincial police force. PwC's report will not provide a recommendation about whether Alberta should, or should not pursue a transition to an Alberta provincial police, they will provide Cabinet with the necessary analysis to assist in its consideration of the Fair Deal Panel's recommendation. As part of the study. PwC will develop a costing model that clearly outlines the costs of any potential provincial police model, as well as the costs

involves should the provincial government decide to transition from the RCMP to an Alberta provincial police.

PwC's costing model will take into account the current collective bargaining process between the federal government and the National Police Federation. Negotiations between the federal Treasury Board and National Police Federation, the union representing the RCMP, are expected to culminate in a collective agreement for RCMP members below the rank of Inspector. Although it is unknown when this agreement will be finalized, based on information provided by the RCMP's National Headquarters, all RCMP contract partners can anticipate a significant rise in RCMP policing costs.

38. It seems like we are quite far into the process before municipalities are able to comment. Will the comments from municipalities even be heard when a decision is made regarding this?

Answer 38:

If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

39. How will a Provincial Police force be paid for? Currently the feds pick up \$112M of the cost of the RCMP where will these funds come from?

Answer 39:

The current federal contribution to RCMP policing under the Provincial Police Service Agreement, Municipal Police Service Agreements and other provincial policing priorities is about \$171 million per year compared to \$501 million spent by the province and municipalities. PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities.

40. Would the new provincial policing group still include provision for cities to have their own police forces?

Answer 40:

PwC's transition study will develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. Under Alberta's *Police Act*, municipalities with a population greater than 5,000 have the option to establish their own municipal police service, engage with the provincial police serve, or enter into a regional police service arrangement.

41. It appears from some of the information and polls that we have seen that very few Albertans support moving away from the RCMP. Is the PWC polling showing a different result?

Answer 41:

The Fair Deal Panel consulted with tens of thousands of Albertans and heard about many rural Albertans' frustrations with the RCMP. Alberta's Government has an obligation to listen to the concerns of its citizens, undertake a thorough study of the topic, and make an informed decision on whether an Alberta provincial police can improve the safety and security of Albertans.

42. Envisioning Workshop: Unaware of this. Please provide full information about this? Cyndy Heslin, Ryley result?

Answer 42:

As part of the engagement process for the Alberta provincial police service transition study's development of a potential provincial police model, the ministry and the project contractor conducted the envisioning workshop allowing participants an opportunity to envision an integrated Alberta provincial police service that works closely with public safety stakeholders to deliver a broader range of services.

In early November 2020, the Minister sent letters to the presidents of AUMA and RMA inviting them to Envisioning Sessions. Together on November 17, 2020, the AUMA and RMA participated in a, two and a half hour long, Envisioning session facilitated by the project contractor, PwC.

Additionally, as part of Phase 3 of the study, on February 8, 2021 the RMA and on February 11, 2021 the AUMA, met the project contractor for 2-hour Service Delivery Model Review and Feedback sessions. These sessions were hosted to allow stakeholders to help inform the development of a potential, future Alberta provincial police service model.

43. Keeping in mind that policing knows no boundaries, what is the thinking of the Province with communities having municipal policing?

Answer 43:

Under Alberta's *Police Act*, municipalities with a population greater than 5,000 have the option to engage the provincial police service as their municipal police service.

44. Recruitment has this been addressed? law enforcement is currently having issues with recruiting candidates so wondering how will this change and has this been discussed and researched?

Answer 44:

PwC has been asked to consider how an Alberta provincial police service could train and deploy a capable workforce that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

45. Is this the first step in separating from Ottawa?

Answer 45:

The Alberta Fair Deal Panel was tasked with examining a number of proposed measures to advance Alberta's interests with one of these proposals being the re-establishment of an Alberta police service – which Alberta had from 1917 to 1932. The panel took time to study these proposals and consulted with Albertans on how best the province can get a fair deal in Confederation. Town hall meetings were held across Alberta. Tens of thousands of Albertans provided their input online and through other forms of direct feedback as the panel conducted its public consultations. The Fair Deal Panel also consulted with policy experts and undertook research to inform its recommendations on how to best advance the province's vital economic interests. The Fair Deal Panel Final Report to Government is available at [www.fairdeal.ca](http://www.fairdeal.ca).

46. If we have the same number of police, the same service areas, the same commitments to court, training, leave etc. How do we expect response time or impact on crime to change? Where do the improvements occur?

Answer 46:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

47. What is your plan to concerning the transfer of APPS members throughout the Province. Will the problem of officers not wanting to live in remote locations become an APPS issue as well? Will you force mandatory transfers and if so on what schedule?

Answer 47:

Through the Fair Deal Panel, Albertans expressed their frustration with the RCMP's transfer policy and its impact on the connection between police and the communities they serve. PwC has been asked to consider how an Alberta provincial police service

could train and deploy a capable workforce in both rural and urban areas, and that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

48. Given the 3 criteria for a decision (1) how will a consultant possibly demonstrate improved service? (2) Can community input not be achieved in another manner? and (3) given the loss of \$160 M Fed funds, RCMP salaries now 20% below Alberta municipal services and the early evidence of increased cost and chaos from such a transition in Surry BC, is it not already evident that this entire exercise is fool-hardy?

Answer 48:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

PwC's report will develop a costing model that clearly outlines the costs of any potential provincial police model, as well as the costs involved should the provincial government decide to transition from the RCMP to an Alberta provincial police.

PwC's costing model will take into account the costs of the current RCMP contract policing model as well as the ongoing collective bargaining process between the federal government and the National Police Federation. Negotiations between the federal Treasury Board and National Police Federation, the union representing the RCMP, are expected to culminate in a collective agreement for RCMP members below the rank of Inspector. Although it is unknown when this agreement will be finalized, based on information provided by the RCMP's National Headquarters, all RCMP contract partners can anticipate a significant rise in RCMP policing costs.

49. If we move from RCMP policing to a provincial police force. Will repeat offenders in my community who are high on METH with loaded handguns be put in JAIL Tim Macphee  
Mayor of Vegreville

Answer 49:

Albertans deserve a justice system that protects them, their loved ones, and their property. Alberta is investing up to \$20-million over four years to expand drug treatment

courts. Expanding Alberta's drug treatment courts will break the cycle of crime for more Albertans, by helping more people with addictions and their families get their lives back on track.

In addition, we are creating Alberta's own provincial parole board to have a fairer, faster, more responsive and responsible justice system. Having our own board will better protect Albertans, their loved ones and their property from repeat offenders, including parolees. A government priority is to help end the "revolving door" of the justice system that often enables repeat offenders, including parolees, to target Albertans, particularly in rural areas.

We are committed to providing the tools and resources necessary to ensure the criminal justice system operates in a timely and effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

50. Thank you for joining us Minister. If the GoA decides that a provincial police force is feasible and would like to move forward, will you be putting it on the ballot during the next municipal election?

Answer 50:

If cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement on a potential transition to an Alberta provincial police.

51. Minister Madu...thanks you for meeting with all of us today! Is the study by PWC reviewing any modernized policing models including the use of cutting edge technology? Thanks.

Answer 51:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

52. While policing is important just as important is the Justice system. No matter what uniform is worn if the criminals are back on the street and not incarcerated we will

continue to have community safety challenges. What work is being done in Justice to ensure the criminals have the sentences they deserve for their crime?

Answer 52:

Albertans deserve a justice system that protects them, their loved ones, and their property. We are committed to providing the tools and resources necessary to ensure the criminal justice system operates in a timely and effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

In addition, we are creating Alberta's own provincial parole board to have a fairer, faster, more responsive and responsible justice system. Having our own board will better protect Albertans, their loved ones and their property from repeat offenders, including parolees. A government priority is to help end the "revolving door" of the justice system that often enables repeat offenders, including parolees, to target Albertans, particularly in rural areas.

53. one issue with community policing resources is ambulance utilizing rural police and or fire instead of AHS appropriately resourcing its own function, how will this affect that draw on resources

Answer 53:

PwC has been asked to develop a provincial police service capable of delivering improved policing to all Albertans regardless of where they live which also includes the provision of specialized policing services such as crisis response and canine teams.

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

54. How small of a community would get provincial police assistance or a detachment? I'm in a small community and the closest RCMP is 20 min away

Answer 54:

PwC has been asked to develop a provincial police service model capable of delivering improved policing to all Albertans regardless of where they live, increases citizen input, enhances connections to the community.

55. What makes the government think that the response time to calls in the rural area will be any different.

Answer 55:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The potential transition to an Alberta provincial police represents a unique opportunity to re-imagine how provincial policing is delivered in the province. Alberta's Government will take the time necessary to review PwC's report to ensure that any potential provincial police model enhances policing services to both rural and urban Alberta. If Alberta's Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement to develop a transition plan that serves the best interests of Albertans.

56. Has the AB government reviewed data from other provinces with their own police services to understand if the transition has been effective and met the intended objectives?

Answer 56:

PwC has been engaging with other police services such as the Ontario Provincial Police and the Surete du Quebec, to obtain information and data to use in their study.

57. To clarify, political tension between Ottawa and Alberta affects/interferes with how RCMP respond to providing their service?

Answer 57:

Through the Fair Deal Panel, many Albertans expressed their appreciation and respect for the work of hardworking rank and file men and women in the RCMP who serve our communities, they also expressed their frustration regarding the realities of a police force that is ultimately managed in Ottawa.

58. Im concerned about the cost setting up an APPS and how would we replace the experience of the RCMP with a new force. How can we provide better value at no extra cost when we lose the federal funding.

Answer 58:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the

delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

59. Will there be an emphasis placed on regional policing, to assist in cost and resource sharing. Lethbridge/Coaldale and Medicine Hat would be good studies.

Answer 59:

PwC's transition study will develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. Under Alberta's *Police Act*, municipalities with a population greater than 5,000 have the option to establish their own municipal police service or enter into a regional police service arrangement.

60. The cost effectiveness of a provincial police force has been proven to be not cost effective accross Canada despite federal influence, on federal crimes that require federal police to superceed provincial.

Answer 60:

Federal policing is separate from provincial and municipal policing, and is provided by the federal government regardless of jurisdiction. Currently, the RCMP maintains their federal policing mandate in jurisdictions with a separate provincial police service such as Ontario and Quebec. The scope of the RCMP's federal policing mandate includes: combating terrorism, organized crime, and specific crimes related to the illicit drug trade; economic crimes such as counterfeiting and credit card fraud; and offences that threaten the integrity of Canada's national borders. The RCMP protects VIPs, including the Prime Minister and foreign dignitaries, and provides the law enforcement community with a full range of computer-based security services.

61. Mr. Minister. For over a hundred years, the RCMP has provided a professional police force for small towns, not a small town police force. The strength of the RCMP was the delivery of a consistent police service, with national standards. If we move to a locally driven input model, how do we prevent the politicalization of local police services? Second point: the RCMP is one of the lowest paid police services in Canada. What will a provincial police service cost?

Answer 61:

Through the Fair Deal Panel, many Albertans expressed their appreciation and respect for the work of hardworking rank and file men and women in the RCMP who serve our

communities, they also expressed their frustration regarding the realities of a police force that is ultimately managed in Ottawa. PwC's study will explore governance options for a potential provincial police that will ensure that any provincial police service is able to maintain its operational independence.

PwC's costing model will take into account the costs of the current RCMP contract policing model as well as the ongoing collective bargaining process between the federal government and the National Police Federation. Negotiations between the federal Treasury Board and National Police Federation, the union representing the RCMP, are expected to culminate in a collective agreement for RCMP members below the rank of Inspector. Although it is unknown when this agreement will be finalized, based on information provided by the RCMP's National Headquarters, all RCMP contract partners can anticipate a significant rise in RCMP policing costs.

62. My question is about infrastructure. The Town of Coaldale signed a Contract with the RCMP in 2016 that resulted in the relocation of the Regional Detachment from Lethbridge to our Town. The Town of Coaldale is the only municipality in Canada required to pay 100% of the cost of RCMP service while everyone else pays 70% or 90%. We have lobbied continually with Ottawa to rectify this issue, however with no success. If Alberta goes to APPS, what would happen to those local Detachment headquarters like our own?

Answer 62:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta provincial police. If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

63. Will you encourage municipalities with larger populations to form their own police services?

Answer 63:

PwC's transition study will develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. Under Alberta's *Police Act*, municipalities with a population greater than 5,000 have the option to establish their own municipal police service, engage with the provincial police serve, or enter into a regional police service arrangement.

64. Is the government prepared to put money into dealing with the prolific offenders, as well all know addictions and mental health is a huge factor in rural crime. The catch and release does not deal with the true issues effecting rural crime.

Answer 64:

Albertans deserve a justice system that protects them, their loved ones, and their property. Alberta is investing up to \$20-million over four years to expand drug treatment courts. Expanding Alberta's drug treatment courts will break the cycle of crime for more Albertans, by helping more people with addictions and their families get their lives back on track.

In addition, we are creating Alberta's own provincial parole board to have a fairer, faster, more responsive and responsible justice system. Having our own board will better protect Albertans, their loved ones and their property from repeat offenders, including parolees. A government priority is to help end the "revolving door" of the justice system that often enables repeat offenders, including parolees, to target Albertans, particularly in rural areas.

We are committed to providing the tools and resources necessary to ensure the criminal justice system operates in a timely and effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

65. Criminals are being released without being processed through the Courts. Wouldn't a better idea be to hire more legal prosecutors for the Crown so criminals understand there ARE consequences for their crimes instead of creating a police force from scratch??

Answer 65:

Albertans deserve a justice system that protects them and their loved ones. Alberta's government is committed to protect Albertans by making the justice system fairer, faster, and more effective fashion. The government is spending \$10 million to hire 50 new prosecutors and support staff to increase the proper functioning of our criminal justice system. The first 20 of those new prosecutors were hired in 2020-21. We have also increased the number of articling students in Justice and Solicitor General from eight to 20 to help recruit lawyers to ultimately work as Crown prosecutors.

66. The Province should also study the root of crime. The economy, drugs, and education. When the conomy is good, theft is down.

Answer 66:

Albertans deserve a justice system that protects them and their loved ones. Alberta's government is committed to protect Albertans by making the justice system fairer,

faster, and more effective fashion. In addition, the Government of Alberta remains committed to creating a world-class addiction and mental health system, spanning from prevention, to early intervention, to treatment and recovery. We committed \$140 million over four years to support a recovery-oriented system of care, including support to address the opioid crisis in Alberta. In addition, AHS spends more than \$800 million each year on various addiction and mental health services in communities across the province.

Alberta is investing up to \$20-million over four years to expand drug treatment courts. Expanding Alberta's drug treatment courts will break the cycle of crime for more Albertans, by helping more people with addictions and their families get their lives back on track. The goal is to have five new drug treatment courts open outside of Calgary and Edmonton by mid-2022. So far, we have announced Medicine Hat, Lethbridge and Red Deer as locations. We are in the process of considering two other locations as additional sites.

The Government of Alberta recognizes that the COVID-19 pandemic is both a health and social crisis, and we are addressing both the immediate and long-term physical and mental health effects the pandemic is having on Albertans. The government's addiction and mental health response involves multiple ministries and community partners to help people and communities meet their everyday emotional, psychological and social needs. The transition to long-term recovery from the COVID-19 pandemic will be integrated into Alberta's recovery-oriented approach to addiction and mental health care that include prevention, intervention, harm reduction, treatment and recovery services and supports.

67. If a Provincial Police Force is created will that force have freedom of information transfer or going to be able to obtain information from other provincial police forces and the National Data Base?

Answer 67:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta provincial police.

68. Discussion about provincial police force resulting in having officers remain in smaller communities. This will not happen. If you look at OPP / Surete du Quebec, their members transfer provincially same as RCMP do. A provincial police member posted to a remote northern posting will not likely want to spend their entire career in a location such as this. I don't see a provincial police force changing the need for officers to have the ability to transfer for professional and personal reasons throughout Alberta

Answer 68:

Through the Fair Deal Panel, Albertans expressed their frustration with the RCMP's transfer policy and its impact on the connection between police and the communities they serve. PwC has been asked to examine workforce deployment in the Ontario Provincial Police and the Surete du Quebec as part of their provincial police model development. PwC will then consider how an Alberta provincial police service could train and deploy a capable workforce in both rural and urban Alberta, and that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

69. So we've seen issues with the Province negotiating with Provincial sector employees - ex. teachers, nurses, doctors, etc. Adding a whole new sector of employees is going to create more stability in terms of labour negotiations and relationships?

Answer 69:

If Alberta's Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement to develop a transition plan that serves the best interests of Albertans.

70. Are we "on-line" to start a provincial Police Academy?

Answer 70:

PwC has been asked to consider how an Alberta provincial police service could train and deploy a capable workforce that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

71. There is supposedly cost savings through sharing. Listening to the PwC presentation it appeared the sharing was again based in large Urban areas. How will Rural Alberta be assured they will be able to obtain this cost sharing equipment and specialized units?

Answer 71:

As part of their study, PwC has been asked to develop a model of provincial policing that increases citizen input, enhances connections to the community, improves services, leverages efficiencies, reduces bureaucracy, and does not impose additional costs on municipalities. PwC's model also includes the provision of specialized policing units to both rural and urban Alberta.

72. Although it has been said that the additional costs will not be downloaded to Municipalities, but by 2024 with the new police funding model will bring in 200 million, isnt it already downloaded to us?

Answer 72:

The Government of Alberta's police funding model will invest more than \$286 million over five years into frontline law enforcement services. This cost-sharing partnership will see small and rural communities pay a portion of frontline policing costs, bringing them into line with larger communities and cities with every dollar of the additional funds invested in frontline policing.

73. What input has the RCMP had in this change to Provincial policing and what is their response?

Answer 73:

Through the Fair Deal Panel, many Albertans expressed their appreciation and respect for the work of hardworking rank and file men and women in the RCMP who serve our communities, they also expressed their frustration regarding the realities of a police force that is ultimately managed in Ottawa.

The RCMP is currently contracted to be Alberta's provincial police, and Alberta's Government will continue to work with all law enforcement partners to improve the safety and security of Albertans and their property. The RCMP have been engaged throughout this study and have contributed both information to assist PwC in their current state analysis, as well as participated in PwC's envisioning workshops.

74. Cardston has the RCMP serving the Town and County, our reserve is also under Federal Jurisdiction. This has allowed for strong cooperation between the 2 entities. How will this be addressed now that a Provincial Police will have a Federal counterpart?

Answer 74:

PwC has been asked to develop a provincial police service capable of delivering improved policing to all Albertans regardless of where they live, and to ensure that any transition plan is effective, realistic and prioritizes public safety.

75. This entire topic should shift focus to the problem - the criminals. The Crime reduction task forces are impressively effective. Create more task forces. Impose harsher penalties for offenders. Activate and empower more resources for mental health, repeat offenders, and addictions. This is \$2 million that will not get us anywhere towards fixing the actual problem.

Answer 75:

Justice and Solicitor General is doing several things to re-imagine and reform policing in Alberta including the *Police Act* review, implementation of RAPID Response, and increasing funding to the Alberta Law Enforcement Response Team, among others.

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the

delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

76. The minister talked about two hours for police to answer a call, without increasing the police force size, how would this be possible while reducing the overall cost of policing?

Answer 76:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The potential transition to an Alberta provincial police represents a unique opportunity to re-imagine how provincial policing is delivered in the province. Alberta's Government will take the time necessary to review PwC's report to ensure that any potential provincial police model enhances policing services to both rural and urban Alberta. If Alberta's Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement to develop a transition plan that serves the best interests of Albertans.

77. Should the GOA conduct a review of all law enforcement agencies, as there seems to be a lot of duplication of service when it comes to traffic enforcement. In most of Alberta you could receive a traffic ticket from as many as five different law enforcement agencies.

Answer 77:

As part of this transition study, the project contractor has been asked, to examine how an Alberta provincial police service might capitalize on innovative ideas to enhance the delivery of policing services to Albertans. The study will consider operational requirements, processes, and potential costs for creating a provincial police service. Based on best practices, the study will also present a model for how a potential Alberta provincial police service could be organized to deliver policing services that includes an innovative organizational design, capitalizing on state of the art technology and policing concepts to enhance policing services delivered in Alberta's communities.

78. Minister Madu. Our Council, Administration, and community have an exceptional relationship with our Staff Sergeant and detachment members. They engage constantly, provide quarterly reports, work with us on annual policing priorities, and are very good at their jobs. I agree with a previous statement in the Q&A box that we are doing the RCMP a disservice with this review. Our municipality transitioned to a municipal policing agreement April 2020, and the process was handled extremely well with many opportunities (and ongoing opportunities) to engage and continue with questions,

receiving timely answers. Let's focus on rural policing initiatives, not replacing the exceptional service of the RCMP.

Answer 78:

Through the Fair Deal Panel, many Albertans expressed their appreciation and respect for the work of hardworking rank and file men and women in the RCMP who serve our communities, they also expressed their frustration regarding the realities of a police force that is ultimately managed in Ottawa.

The Alberta Provincial Police Service Transition Study, will look to strengthen community voices in policing, PwC has been asked to develop a model where community policing is the cornerstone of a potential Alberta provincial police improving policing services for Indigenous people, racialized communities, and all Albertans.

79. If a community has just completed construction on a new RCMP barracks to the sum of \$6,000,000 and change, does the Minister plan to reimburse said community if they Province plans to implement an Alberta Provincial Police Service? While the 25 year agreement with the feds/RCMP isn't ideal as we have to front the money, the alternative is even more concerning when the province continues to download costs to munis and decrease grants.

Answer 79:

PwC's study will assess all of the operational requirements necessary to stand up a provincial police service including all of the infrastructure, equipment, staffing, the information technology, and the operational policy that would need to be in place in order to facilitate a successful transition from the RCMP to an Alberta provincial police. If Cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement, which will include local policing perspectives from municipal partners.

80. If a Provincial policing resource is created will we still have rcmp costs? further, will we have access to special resources relay ok ng to organized crime, ERT, and other resources we need for a comprehensive police service?

Answer 80:

Federal policing is separate from provincial and municipal policing, and is provided by the federal government regardless of jurisdiction. Currently, the RCMP maintains their federal policing mandate in jurisdictions with a separate provincial police service such as Ontario and Quebec. The scope of the RCMP's federal policing mandate includes: combating terrorism, organized crime, and specific crimes related to the illicit drug trade; economic crimes such as counterfeiting and credit card fraud; and offences that threaten the integrity of Canada's national borders. The RCMP protects VIPs, including

the Prime Minister and foreign dignitaries, and provides the law enforcement community with a full range of computer-based security services.

PwC has been asked to develop a provincial police service capable of delivering improved policing to all Albertans regardless of where they live which also includes the provision of specialized policing services such as Canine Teams and emergency and crisis response. Alberta also benefits from Alberta Law Enforcement Response Teams (ALERT), which was established and is funded by the Alberta Government, and is a compilation of the province's most sophisticated law enforcement resources committed to tackling serious and organized crime.

81. A question for the Minister about a potential provincial force. How would vacancies and movement of provincial police occur? Would those officers not be in the same position we see with rcmp who can relocate, advance, gain new skills or bring a fresh approach to a community?

Answer 30:

Through the Fair Deal Panel, Albertans expressed their frustration with the RCMP's transfer policy and its impact on the connection between police and the communities they serve. PwC has been asked to consider how an Alberta provincial police service could train and deploy a capable workforce in both rural and urban areas, and that reflects Alberta's communities and provides meaningful policing career options for Albertans, as well as those who want to make Alberta their home.

82. Question for the Minister, once the Consultant report is received and IF Cabinet makes a decision to continue to pursue a provincial police force, would they bring that question for a plebiscite question for all Albertans during the municipal election?

Answer 82:

If cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement on a potential transition to an Alberta provincial police.

83. Minister Madu, Northern Sunrise Rural crime watch has excellent communications with over 750 members of our RCW and the RCMP. Every meeting pre-covid we always have a member giving updates and crime prevention information. This is a valuable communication tool which maybe lost moving to a APP.

Answer 83:

PwC has been asked to develop a model of provincial policing that prioritized community policing and strengthens connections between the provincial police and

community groups. If cabinet decides to proceed with further analysis, the Government of Alberta will continue with further study and engagement to address Alberta's diverse geography and population as well as local policing perspectives.