Alberta Provincial Police Transition Study

Current State Report

September 13, 2021

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Executive Summary

1. Executive Summary

Alberta's Policing Environment

The current law enforcement landscape in Alberta is complex. A variety of police services and other agencies provide services in the province, under many different agreements, with varying responsibilities at a federal, provincial and local level. By far the largest police service in Alberta is the Royal Canadian Mounted Police (RCMP), both in its role as the national police service of Canada and as the provider of Contract Police services to the province, 47 municipalities and 22 First Nations communities.

Provincial policing is provided by the RCMP's K Division through the Provincial Police Service Agreement (PPSA). The PPSA is a 20 year agreement between the Government of Alberta and the federal government, that runs from 2012 to 2032. The PPSA also provides policing for municipalities with a population below 5,000 residents.

Municipalities with a population over 5,000 residents are required to provide policing services for their communities, with a number of options available to them to fulfil this requirement. 47 municipalities in Alberta have signed standalone Municipal Police Service Agreements (MPSA) with the federal government for RCMP policing services, while 7 municipalities have established independent municipal or regional police services.

There are 22 First Nations Communities in Alberta that have established Community Tripartite Agreements (CTA) with the Government of Canada and Government of Alberta for the K division to provide policing services through the First Nations Policing Program (FNPP). There are 3 First Nations communities that have chosen to establish self-administered police services. Policing for Métis Settlements is provided under the PPSA.

In addition to the RCMP and independent police services, Alberta has established the Peace Officers as a provincial law enforcement agency that operates under the ministry of Justice and Solicitor General. The Alberta peace officers provide a host of services that include highway patrols, and protection services. Peace officers work in tandem with the RCMP particularly within rural Alberta to maintain public safety, with cooperation recently enhanced through the Rural Alberta Provincial Integrated Defence (RAPID) program.

All the above agencies in Alberta's policing environment collaborate at various levels, both formally and informally. The key example of formal collaboration is the formation of an integrated team called the Alberta Law Enforcement Response Teams (ALERT) to fight serious organized crime in Alberta.

The scope of this report is focused only on the services provided by the RCMP in Alberta today.

Financial Overview

The total cost of RCMP services in Alberta was $671.5m in FY 19-20. Alberta's share of these costs was $317.6m, while municipalities contributed $175.3m. ~$8.3m of costs was contributed by ALERT, and the remaining federal share was $170.3m. The cost sharing arrangements for the K division policing services differ across the contract agreements. The following table summarizes the cost sharing arrangements outlined in each of the Contract Policing agreements in Alberta.

Exhibit 1.1: Breakdown of FY 19-20 Policing Costs by Contract Partner
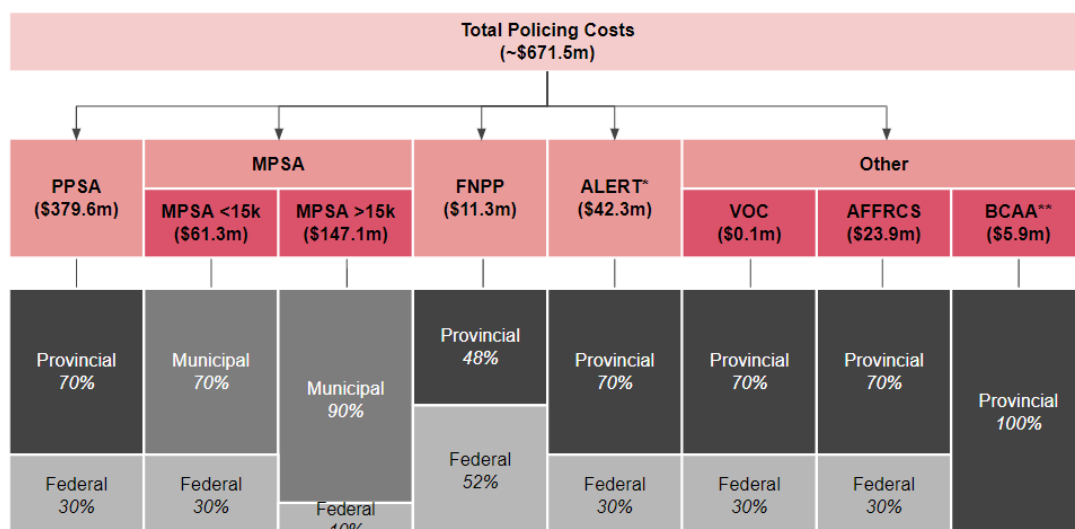
*This cost split includes $8.3m of corporate services, which is 100% covered by ALERT
**Represents Alberta's share of total BCAA costs

The policing contracts classify billable costs as direct and indirect costs. Direct costs include all operational & maintenance costs, equipment purchases, and the costs to acquire and construct buildings. Indirect costs include costs required for providing and maintaining the police service, including charges for shared service functions and IT systems.

Some of these costs are charged directly based on usage, whereas other costs for national programs which benefit the K Division are allocated to the contracts using the number of full time equivalents (FTEs) as the driver.
The PPSA & FNPP agreements outline specific costs that cannot be billed back to Alberta. The non-billable costs outlined are; external review committee costs, staff relations representative program costs, civil litigation costs, claims / settlements costs. The total non-billable costs for FY 19-20 for PPSA was ~$6m and the FNPP was ~$35k.

Other costs incurred by Alberta in separate agreements outside the PPSA include the Alberta First Responders Radio Communications System (AFRRCS) and the National DNA Data Bank for biology casework analysis (BCAA). Alberta recovers policing costs through the Enhanced Policing Program and is introducing the Police Funding Model and the municipal BCAA cost recovery program to further recover costs from 2021.

K Division Structure and Deployment Model
The RCMP is divided into 15 divisions across Canada, aligned to the provinces and territories it serves. Each division is supported by regional and national units providing specialized police services and back office functions supporting the overall operation.

The K Division is headquartered in Edmonton and is divided into 4 districts within the province. Each district is made up of a number of detachments providing front-line general duty policing services to a defined geographical area. Detachments are supported by a large number of specialized policing services, provided at a district, provincial, regional or national level. The K Division also leverages the RCMP's shared service functions for Finance, Human Resources, and other administrative services. These shared service functions are provided at a combination of divisional, regional and national level teams.

A Commanding Officer oversees the entire K division operation, supported by 4 District Commanders. Each detachment is led by a Detachment Commander and detachments are staffed by regular members, civilian members, and public service employees. Regular members perform regular policing duties, civilian members support law enforcement activities and public service employees provide administrative, technical, and professional support to RCMP members. Some of the regular members, civilian members, and public service employees are dedicated to supporting shared services functions such as Finance, Human Resources, Corporate Services and Administrative services.

Each policing agreement defines its own distinct governance arrangements, reflecting the different stakeholder and contract parties. In general agreements provide for a joint approach to oversight between the RCMP and representatives of the other contracting parties, while maintaining RCMP operational independence. As of June 2020, there were 3,097 regular members, 190 civilian members and 743 public service employees delivering RCMP Contract Policing services in Alberta.

Exhibit 1.2: Count of Members Across Contract Policing Services

	Regular Members	Civilian Members	Public Service Employees
PPSA	1,480	162	547
MPSA	1,314	2	5
FNPP	63	1	9
ALERT	149	12	29
Other	32	-	5
Internal Services	59	13	148
Total	**3097**	**190**	**743**

There are also approximately 20,000 volunteers that support RCMP programs throughout Alberta in a variety of programs including Rural Crime watch, Alberta Citizens on Patrol Association (ACOPA), Victim Service units, and Auxiliary Constable Program.

The nature of RCMP detachments differs based on their location. While the K division delivers Contract Policing under a variety of different contractual agreements, it essentially operates as a single police service, with multiple stakeholders. Detachments often contain a mixture of members funded under different agreements operating in a single structure under a single Detachment Leader and providing the same services to the community.

There are 66 provincial detachments that have resources dedicated solely to providing provincial police services as per the PPSA and there are 6 municipal detachments that have resources dedicated solely to providing municipal police services as per an MPSA.

There are also 41 detachments which cover 1 or more municipalities under an MPSA and also provide police services to surrounding rural areas under the PPSA. While there are some local variations, officers typically respond to calls for service based on availability and not whether the call is from a municipal or rural area. Detachments may also be responsible for policing First Nations communities or Métis Settlements as part of their responsibilities.

Some detachments cover large geographical areas and so response times to calls for service can vary considerably based on the proximity of resources. Regular members at detachments carry a significant number of open investigation files, which varies greatly based on the detachment and the member's experience. Regular members also deal with a significant number of non-criminal files in the course of general duty policing.

Specialized Policing Service

Detachments are supported by specialized policing units at a provincial and federal level, with expertise as diverse as crime reduction, search & rescue coordination and counter terrorism. These services are available in all detachments in the province, regardless of which agreement they are policed under.

A number of services leverage national programs, for example, the National Recruitment Program and Cadet Training at Depot Division in Regina. In some cases, the expertise, infrastructure and equipment for specialist services only exists at a federal level outside the province.

Compensation and Benefits

Employees of the RCMP are compensated according to the standardized rates of pay depending on their rank and years of experience.The K Division's civilian members and public service employees are compensated according to their position and experience. All rates of pay are defined by the federal government. RCMP rates of pay have not increased nationally since 2016 and a comparison with the independent police services in Alberta shows RCMP officers are paid significantly less than their counterparts.

All employees are entitled to health & dental insurance, and maternal & paternal leave. RCMP regular members and civilian members are enrolled into the RCMP pension plan that is governed by the *RCMP Superannuation Act.* Public service employees are enrolled into the Public Service pension plan governed by the *Public Service Superannuation Act.*

RCMP regular members and special constables are represented by the National Police Federation (NFP). Negotiations between the NFP and the federal government are currently ongoing to establish a new collective bargaining agreement. The civilian members and public service employees of the K division are represented by 6 different unions based on their occupational group and role. There are 171 civilian members and 818 Public Service Employee positions unionized, this includes roles responsible for both divisional and regional administration. For unionized positions, statutory and supplemental employee benefits, compensation plans, and policies are governed by their respective collective agreements.

Equipment

The RCMP utilizes a wide range of equipment in providing policing services in Alberta. Equipment items range from uniforms, firearms and safety devices to communications, IT equipment and fleet. Equipment may be personally issued to members or shared at a detachment or unit level depending on the item. Equipment is also held at a provincial, regional or federal level as required to support specialized police services and shared service functions across the different policing contracts.

Equipment is procured under the RCMP's federal procurement policies, relying on vendor contracts at a provincial and federal level. While we have not received copies of any contracts, it is reasonable to assume these contracts would remain with RCMP at the termination of the policing agreements. Significant items of equipment, like vehicles, are replaced on a standard refresh cycle. Data provided suggests the RCMP is refreshing items in line with their stated policy.

The Contract Police Agreements include the option for the contract party to acquire equipment at the termination of the agreement, based on a formula. Due to the large number and types of equipment, maintaining an accurate asset register has significant challenges, which the RCMP has acknowledged. Further work will be required to understand the number of items that would need to be transferred or replaced in the event the current contracts were terminated.

Real Estate

The RCMP has 290 sites across Alberta, 176 are federally owned and the remaining sites are leased. The main sites are made up of 130 employee housing sites, 112 detachment buildings, 9 offices, 3 district offices, an aircraft hangar, the K division headquarters (HQ) and the National Forensic Laboratory in Edmonton.

A significant number of detachment buildings are occupied by some combination of resources funded by the PPSA, MPSA, FNPP, and Alberta Sheriffs. The RCMP recovers the costs for PPSA, MPSA and FNPP positions that occupy RCMP spaces, however, the Alberta Sheriffs are not charged for using these sites.

The responsibility of constructing, leasing, and maintaining property for RCMP operations varies across the different policing agreements. Under the MPSA, municipalities are responsible for providing accommodation. The RCMP provides accommodation for the PPSA subject to cost sharing, and FNPP agreements have individual arrangements.

The K Division also benefits from specialized and support services based outside the province. These services are located primarily in facilities in Ottawa, Regina, Chilliwack, Winnipeg, and Miramichi.

The PPSA contains the option for Alberta to acquire properties that are federally owned at the termination of the policing agreement. Any transfer would be based on a cost formula for the fair market value of the land and outstanding balance of the value of the building. Any leased sites could potentially be transferred to the province subject to the consent of the landlord.

Shared Services

The K Division is supported by key administrative functions including Finance, Human Resources, Corporate Services and Administrative Services.

The RCMP has established these functional areas as shared services, with shared teams, business processes and IT systems. Significant elements of these functions support multiple divisions and, in some cases, the entire RCMP organization. There are relatively few employees in these areas that exclusively support the K division.

Finance is a shared service primarily provided by regional and national teams following the RCMPs standard processes and procedures. Human resources have a significant divisional team supported by key national functions, including payroll. The RCMP has a standard IT environment nationally. The K Division uses shared servers, systems and helpdesk functions supplemented by divisional resources. Other shared services include Procurement, Fleet management, Operational Strategy, Real Property Management and others.

While further work is required to quantify the costs and time required, replacing the breadth of shared services at the termination of Contract Policing Agreements would be a very significant undertaking in terms of the complexity, cost and duration of such a project.

2

Project Description & Methodology

2. Project Description & Methodology

This report forms part of the Alberta Provincial Police Transition Study ("Transition Study"). The Transition Study is undertaking an independent, evidence based and comprehensive analysis of the operational requirements, processes and costs to transition from RCMP to Alberta police service to assist Cabinet in their consideration of the Fair Deal Panel's recommendation.

The current state report ("the report") presents an understanding of how policing services are operated and delivered by the RCMP today across the province, including in rural Alberta, Indigenous communities and smaller municipalities.

The report examines the capabilities and services that the RCMP provides today, together with back office and other services that support the delivery of Contract Policing in Alberta, including those provided from outside the province on a regional or national level. The report also describes the key relationships currently in place between the RCMP and other stakeholders and organizations.

The information presented in the report sets a baseline of data and performance metrics that will underpin the Transition Study, enabling comparison and cost / benefit analysis with a new provincial policing model, once that is defined in future phases of this work.

To perform the current state assessment, information was gathered through submission of information requests to the RCMP and also the ministry of Justice and Solicitor General (JSG).

The information requested included the following major areas:
- General duty policing operations
- Performance management
- Organizational structures, span of control and rates of pay
- Costs of policing services
- Multi sector teams
- Equipment
- Real estate/infrastructure and facilities management
- Training
- Case studies - further details on 3 detachments to illustrate operations at a more granular level
- Community Policing strategy
- Cooperation with other agencies
- Volunteers
- Back office support functions, including Human Resources, IT and Finance
- Specialized Policing - Understanding the capabilities, structure and deployment of specialized support services supporting K-Division's Contract Policing
- Alberta Peace Officers, ASIRT and LERB - Understanding the scope and capabilities of these programs and how they interact with RCMP

Overall, the RCMP approached the requests in an open and collaborative manner and supplied fulsome answers except in the area relating to municipal policing. JSG provided all requested information.

In addition to the information requests, a small number of meetings were held with JSG Finance, RCMP Finance and Infrastructure to add further context to written information that was supplied.

After a series of discussions, including with the RCMP CFO, the RCMP did formally decline one significant request. Cost information related to Contract Policing under the MPSAs was not provided based on the following explanation: "...we sought legal advice with regards to releasing specific cost details of the MPSAs. Given that MPSAs are contractual agreements between the municipality and the Government of Canada, we have been advised that we cannot release this information as it was obtained in confidence."

Attempts were made to obtain this information from other sources, including approaching the Alberta Urban Municipalities Association (AUMA) to secure the data from the individual municipalities. The AUMA board met on November 18, 2020 and declined to take this request forward.

Following further discussions, the Minister of Justice and Solicitor General requested the data directly from municipalities and at the time of analysis responses had been received from ~20 municipalities. The data that was received was then extrapolated to estimate the total cost of MPSA policing. In addition, the RCMP separately confirmed the level of current federal subsidy under the MPSA in a letter to the AUMA, which was part of the background material shared for the AUMA/RMA President's Summit on 17 February 2021.The level of federal subsidy was then used to confirm the analysis of the MPSA data received.

This report is based on information received on or before December 4, 2020, except as it relates to MPSA cost information (March 2021) and publicly available information on the new RCMP collective agreement (August 2021).

3

Alberta's Policing Environment

3. Alberta's Policing Environment

This chapter summarizes the current policing environment in Alberta. It lays out the different organizations responsible for policing in the province, before focusing on the RCMP's current capabilities and the governance arrangements in place for oversight of policing services.

3.a Current Law Enforcement Landscape in Alberta

There are multiple agencies that currently provide policing services across Alberta. The RCMP has responsibilities for federal policing. The RCMP also provides Contract Policing at the provincial and municipal level, as well as in several First Nations communities. Other independent / standalone police services exist to support their respective municipal mandates. In addition, these players work collaboratively through multi sector and integrated teams to address specific challenges in Alberta.

This study focuses on the RCMP's Contract Policing services in Alberta. The other key elements of the law enforcement landscape are described for context, although a detailed analysis of these areas is not the focus of this report.

Exhibit 3.1: Key Agencies Involved in Alberta's Policing Environment
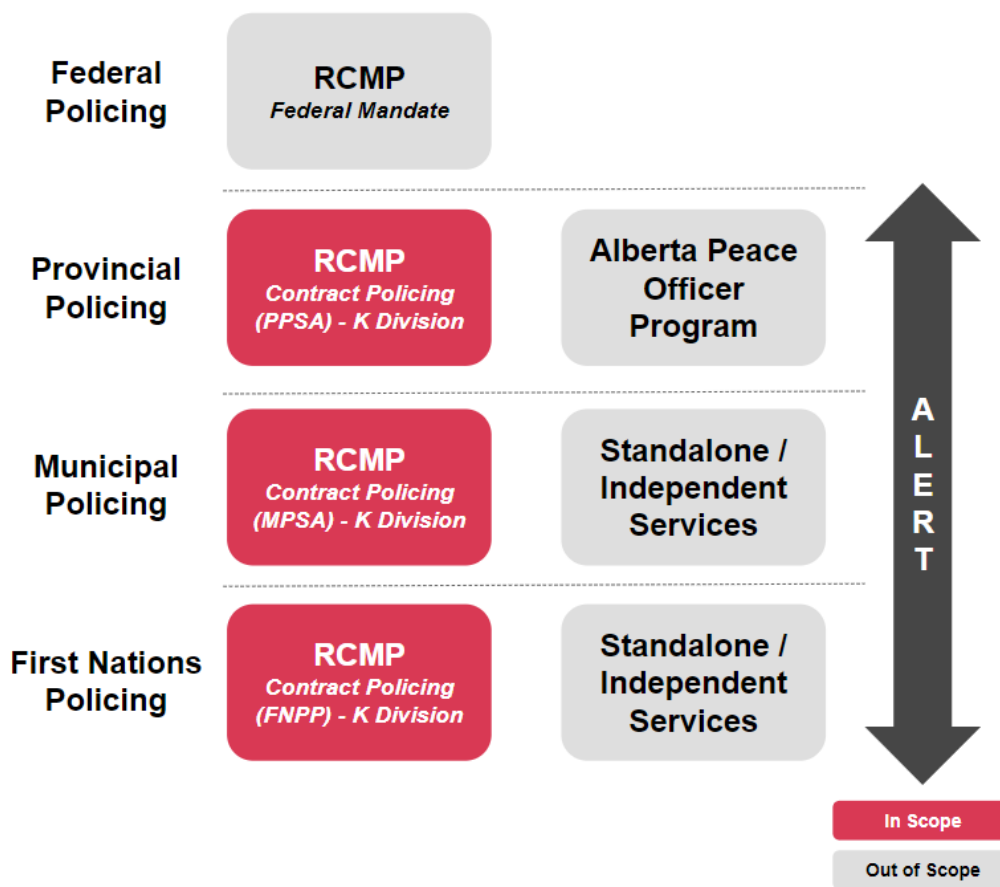
3.a (i) The Royal Canadian Mounted Police (RCMP): Overview

The RCMP is Canada's national police service and an agency of Public Safety Canada. The RCMP is headed by a Commissioner, who reports to the Minister of Public Safety.

The RCMP provides five core services:
- Federal Services
- Criminal Intelligence
- Contract Policing
- National Police Services
- Corporate Infrastructure[1]

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[1] RCMP Provincial and Territorial Police Service Agreements Companion Document (2012) - *Provided by JSG*

The RCMP's headquarters is located in Ottawa and the service is organized into 15 Divisions. Each of the 13 provinces and territories of Canada represents a Division and Divisions are further divided into ~700+ geographic areas known as detachments.

In Alberta, the RCMP has responsibilities for federal, provincial, and elements of First Nations and municipal policing services. The K Division is the RCMP Division responsible for policing in Alberta.

The RCMP frequently works together with the various policing agencies in Alberta, either through forming integrated teams (e.g. ALERT) or through providing expertise and resources in various provincial and municipal multi-sector teams.

3.a (ii) The RCMP's Role in Federal Policing

Federal policing is carried out by the RCMP in every province & territory in Canada by the RCMP.

In Alberta, the RCMP carries out its responsibilities in line with its federal mandate to:
● Investigate drug trafficking, organized crime, economic crime, terrorist criminal activity
● Enforce federal statutes
● Secure Canada's border
● Conduct international capacity building, liaisoning and peacekeeping
● Ensure safety of major events, state officials, dignitaries and foreign missions[2]

Funding for the federal policing mandate is provided by the federal government. A detailed analysis of the costs and services provided by the RCMP in the execution of federal mandate is out of scope for this report as the RCMP would continue to provide these services irrespective of Alberta having an independent provincial police service.

3.a (iii) The RCMP's Role in Provincial Policing

Provincial policing responsibilities in Alberta are contracted to the RCMP's K Division via the *Provincial Police Service Agreement*. The most recent PPSA was executed on April 1, 2012 and is in place through 2032, unless terminated prior with 24 months of notice. Provincial policing responsibilities include:
● Preserve peace, protect life and property, prevent crime and offences against federal and provincial law
● Apprehend criminals, offenders and others who may lawfully be taken into custody
● Execute federal and provincial warrants[3]

The PPSA outlines the terms and conditions of this policing arrangement including the purpose, scope, funding, schedule of payments, staffing and personnel, governance, terms of agreement, and the use of infrastructure / equipment. RCMP's K Division is headed by a Commanding Officer, who is appointed by the RCMP's Commissioner. The Commanding Officer works under the direction of the Minister of Justice and Solicitor General, who sets the objectives, priorities and goals of the provincial police service.

The strategic policing priorities for the RCMP are outlined in the Joint Business Plan between the RCMP and Justice and Solicitor General for 2018-21[4]. The priorities are applied equally across all communities; local Detachment Commanders establish policing plans using the strategic framework for each detachment area annually[5]. The responsibility of the implementation of these priorities lies with the RCMP's K Division. The five priorities are:
1. Crime Reduction
2. Indigenous Communities
3. Road Safety
4. Community Engagement and Safety
5. Terrorism Awareness and Prevention

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[2] RCMP Provincial and Territorial Police Service Agreements Companion Document (2012) - *Provided by JSG*
[3] Provincial Police Service Agreement (2012) - *Provided by JSG*
[4] Alberta Justice and Solicitor General/ RCMP Year Three of the 2018-2021 Joint Business Plan - *Provided by JSG*
[5] APPS- Current State Assessment Rural and Northern Policing - *Provided by RCMP*

Note: Bubbles indicate the location of
Detachments. Size of the bubbles indicate
the number of Members at each Detachment
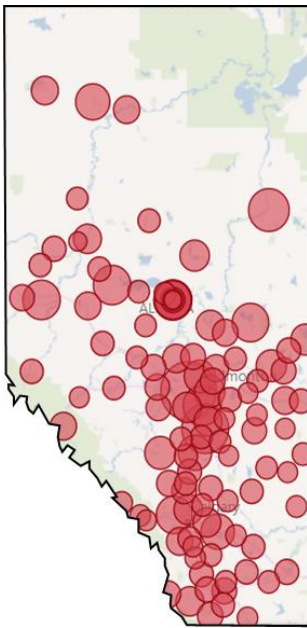
As of June 2020, the PPSA consisted of 1,480 RCMP regular members, 162 RCMP civilian members and 547 public service employees[6] across 107 detachments and 4 district offices[7].

The majority of the costs associated with provincial policing under the PPSA are charged by the RCMP to Alberta in a cost sharing model, with Alberta paying 70% and the federal government subsidizing the remaining 30%. In FY 19-20, the RCMP incurred $379.6m of costs to provide provincial policing services in Alberta. The RCMP charged 70% or $265.7m of these costs to Alberta.

Exhibit 3.3: FY 19-20 Cost Sharing Split, PPSA

FY 19-20	Cost Sharing %	Total Cost (CAD, m)
Alberta	70%	$265.7
Federal government subsidy	30%	$113.9
Total Cost	**100%**	**$379.6m**

In FY 19-20, the RCMP did not charge Alberta for ~$8.0m[8] of services and these costs are described in further detail in Section 4.

3.a (iv) The RCMP's Role in Municipal Policing

Municipalities with a Population Under 5,000 Residents

Policing services for municipalities with a population under 5,000 are provided through the PPSA. Costs for these services are included in the costs of provincial policing under the same cost sharing arrangement described above. From FY 20-21, Alberta will begin recovering a portion of these costs directly from the municipalities[9].

Municipalities with a Population Over 5,000 Residents

Municipalities with a population over 5,000 residents are required to provide municipal police services under the *Police Act* of Alberta. Municipalities may fulfil this requirement in a number of ways:

● Entering into a contract with the RCMP via a Municipal Police Service Agreement
● Establishing standalone / independent police services
● Contracting with another municipal police service
● Establishing a regional police service with 1 or more other municipalities

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[6] 2020-21 Annex A Schedule of Personnel Resources Assigned to the provincial Police Service Agreement - *Provided by JSG*
[7] RMP K Div. Resource Summary June 2020 - *Provided by JSG*
[8] Appendix C.1e - FSR - 2019-2020 - *Provided by RCMP*
[9] APPS - Costs - Final - 2020-11-22 - *Provided by JSG*

Municipal policing responsibilities include:

● Preserve peace, protect life and property, prevent crime and offences against federal and provincial law,
● Apprehend criminals, offenders and others who may lawfully be taken into custody
● Execute federal and provincial warrants
● Prevent offenses against municipal by-laws.[10]

In FY 19-20, 47 municipalities contracted municipal policing services through the RCMP's K Division. Municipalities have entered into agreements directly with the RCMP and the terms of these agreements vary. The MPSA can be terminated with 24 months of notice.

The MPSA outlines the terms and conditions of this policing arrangement including the purpose, scope, funding, schedule of payments, staffing and personnel, governance, terms of agreement, and the use of infrastructure / equipment. The municipal police service is headed by the Member in Charge, who is appointed by K Division's Commanding Officer in consultation with the municipality's Chief Executive Officer (Mayor, Reeve, Warden or other elected head of the municipality). The Member in Charge works under the direction of the Chief Executive Officer, who sets the objectives, priorities and goals of the municipal police service.

Exhibit 3.4: Map of MPSA Detachments
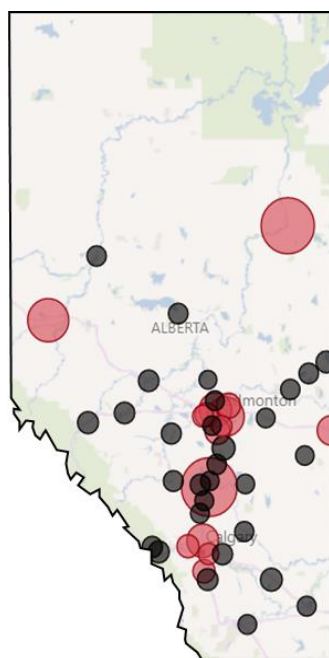
MPSA Type ● Muni<15k ● Muni>15k

Note: Bubbles indicate the location of Detachments. Size of the bubbles indicate the number of Members at each Detachment

As of June 2020, the RCMP provided 1,314 RCMP members, 2 civilian members and 5 public service employees[11] for executing municipal police responsibilities across Alberta.

The majority of the costs associated with the municipal policing under the MPSA are charged by the RCMP to the municipality in a cost sharing model. Municipalities with a population under 15,000 are charged 70% of these costs, whereas municipalities with a population over 15,000 are charged 90% with the federal government subsidizing the remaining costs in both cases.

Total municipal policing costs in Alberta for FY 19-20 were approximately $208m, of which municipalities contributed $175m, with a federal subsidy of $33m.

Exhibit 3.5: FY 19-20 Cost Sharing Split, MPSA

FY 19-20	Cost Sharing %	Total Cost (CAD, m)
Municipalities under 15,000	70%	$42.9
Federal government subsidy for municipalities under 15,000	30%	$18.4
Total costs for municipalities under 15,000 (A)	**100%**	**$61.3**
Municipalities over 15,000	90%	$132.4
Federal government subsidy for municipalities over 15,000	10%	$14.7
Total costs for municipalities over 15,000 (B)	**100%**	**$147.1**
Total Cost (A + B)	**100%**	**~$208.4m**

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[10] Municipal Police Service Agreement (2012) - *Provided by Advisory Board*
[11] APPS - Costs - Final - 2020-11-22 - *Provided by RCMP*

The Government of Alberta provides support for municipal policing via the following subsidies or grants:

1. The Municipal Policing Assistance Grant (MPAG)
2. The Municipal Sustainability Initiative (MSI)
3. Fine Revenue[12]

3.a (v) The RCMP's Role in First Nations Policing

Policing on First Nations in Alberta is either conducted by the RCMP, as part of its provincial policing responsibilities (as per the PPSA), or through self-administered First Nations police services. In 1991, the Government of Canada introduced the *First Nations Policing Policy* and the *First Nations Policing Program (FNPP)*. The FNPP is a contribution program for the funding and negotiation of policing agreements between the federal government, provincial/territorial governments, and First Nations and Inuit communities. The Program is intended to implement the principles of the Policy and to enhance the existing policing services so that they are dedicated, professional, effective, and responsive to the particular needs of the communities they serve.

Most of the funding for the FNPP goes to tripartite agreements, which establish self-administered First Nations police services, or to community tripartite agreements which supplement existing RCMP policing services provided under the PPSA. In Alberta, 22 First Nations have entered into community tripartite agreements with the federal and provincial governments. The most recent agreement was executed on April 1, 2014 and is in place through 2021, unless terminated prior with 12 months of notice. The FNPP outlines the terms and conditions of this policing arrangement including the purpose, scope, funding, schedule of payments, staffing and personnel, governance, terms of agreement, and the use of infrastructure / equipment.

The RCMP's responsibilities pursuant to their role in the FNPP include to:

● Preserve peace, protect life and property, prevent crime and offences against federal and provincial law, and First Nations community bylaws
● Perform all duties and services executed and performed by Peace Officers
● Work with the First Nations communities and other entities to prevent or resolve problems that affect the First Nations communities' safety
● Establish crime prevention initiatives through community education and initiatives[13]

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[12] APPS - Costs - Final - 2020-11-22 - *Provided by RCMP*
[13] FNCPS Framework 2014-2018 - *Provided by JSG*
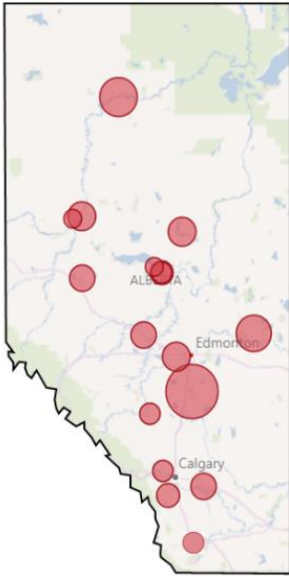
Note: Bubbles indicate the location of
Detachments. Size of the bubbles indicate
the number of Members at each Detachment

The current maximum authorized complement for servicing the FNPP is 64 RCMP members and 15.5
RCMP support staff. The RCMP serves these 22 First Nations communities through 16
detachments[14]. A detailed list of the First Nations Communities is provided in *Supplement A1*.

Costs associated with the First Nations policing under the FNPP are charged by the RCMP based on
a cost sharing model of 48% to the province and 52% to the federal government.

Total First Nations policing costs in Alberta for FY 19-20 were $11.3m, of which 48% or $5.4m were
charged to Alberta.

Exhibit 3.7: FY 19-20 Cost Sharing Split, FNPP

FY 19-20	Cost Sharing %	Total Cost (CAD, m)
Alberta	48%	$5.4m
Federal government subsidy	52%	$5.9m
Total Cost	**100%**	**$11.3m**

3.a (vi) The RCMP's Role in Policing Métis Settlements [15]

Police services for Métis Settlements in Alberta are provided by the RCMP under the PPSA agreement. A Memorandum of Understanding
(MoU) exists between the RCMP and the Métis Settlements General Council through 2023 that outlines the responsibilities of regular
members providing services to Métis Settlements. The agreement ensures that interests of the Métis Settlements General Council are
considered in detachment decisions. 8 Métis Settlements are served through 6 RCMP PPSA detachments. For a detailed list of these
settlements, please refer to *Supplement A2.*

3.a (vii) The RCMP's Role in Other Policing Areas

Victims of Crime Coordination (VOC)

The RCMP provides 2 civilian member resources as Victim of Crime (VOC) Coordinators to coordinate policing programs in Alberta. The
majority of the costs associated with VOC are charged by the RCMP to Alberta in a cost sharing model, with Alberta paying 70% and the
federal government subsidizing the remaining 30%. In FY 19-20, the RCMP incurred $74k of costs to provide VOC services in Alberta. The
RCMP charged 70% or $52k of these costs to Alberta.

Biology Casework Analysis Agreement

The RCMP maintains the operations of the National DNA Data Bank (NDDB) as per the provisions of the *DNA Identification Act*. The
NDDB is leveraged by 11 provinces and territories including Alberta. JSG and the federal government have entered into an agreement to
use the NDDB and share the costs of conducting biological casework analysis. Alberta is responsible for 54% of the costs arising from
analysis sent from the province to the NDDB. These costs include the costs driven by analysis requested by Alberta's municipalities.
Alberta started to recover these costs from the relevant municipalities in 2019. In FY 19-20 NDDB costs charged to Alberta were ~$5.9m,
of which ~$4.8m were recovered from municipalities. Please refer to Section 4 for further details on the costs related to the BCAA.

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[14] Alberta FNCPS Framework Amendment 5 - *Provided by JSG*
[15] MoU between RCMP and the Métis Settlements General Council on April 1, 2013 - *PwC Secondary Research*

Edmonton International Airport (EIA)

JSG and the Edmonton Regional Airport Authority (ERAA) have entered into an agreement where the province arranges for Contract Policing services to be provided at the airport by K-Division. As of June 2020, the RCMP's operations at EIA had 22 regular members and 2 Public Service Employee positions[16].

In FY 19-20, the RCMP's costs to police EIA were ~$3.9m[17], which under the agreement are the responsibility of ERAA.

Military Police - The Canadian Forces (Edmonton and Penhold Detachments)

RCMP has entered into Memorandum of Understanding with the Canadian Forces to provide policing services for their Edmonton and Penhold Detachments. RCMP's responsibilities include providing responding to alarm activations, backup assistance to the Military Police patrol, investigate deaths and sexual assaults which occur within the detachments, provide information for the completion of an investigation report by the Military Police and provide specialist/technical assistance such as breathalyzer technicians, canine services, forensic laboratory services, etc. The RCMP has recorded 40 occurrences in the past 12 months in the PROS database where support was provided to the Military Police. However, this may not be a complete reflection of the total services provided as some additional services provided are not captured in the PROS database.

In addition, RCMP provides alarm monitoring services through the RCMP Lethbridge Sub-Division Operational Communications Centre for the security system alarm at the weapons holding room at the 20th Independent Field battery, RCA in Lethbridge, Alberta.

3.a (viii) Other Policing Agencies in Alberta

Alberta Peace Officers

The Peace Officers are a provincial law enforcement agency operating under the ministry of Justice and Solicitor General. Peace Officers support the work of police officers across Alberta and are authorized under the *Peace Officer Act*. The roles and responsibilities of Peace Officers vary within the program based on the classification of the Peace Officer i.e. Level 1 or Level 2. For example, Level 1 Peace Officers are authorized to be armed, whereas Level 2 Peace Officers are not.

Collaboration between the Peace Officer Program and the RCMP exists in Alberta in the areas of highway patrols and responses to rural calls. Resources and costs associated with the Peace Officers program are independent of RCMP's costs to provide provincial and municipal policing services.

A high-level summary of the four classifications of Peace Officers in Alberta is provided below.

Exhibit 3.8: Alberta Peace Officer Classifications
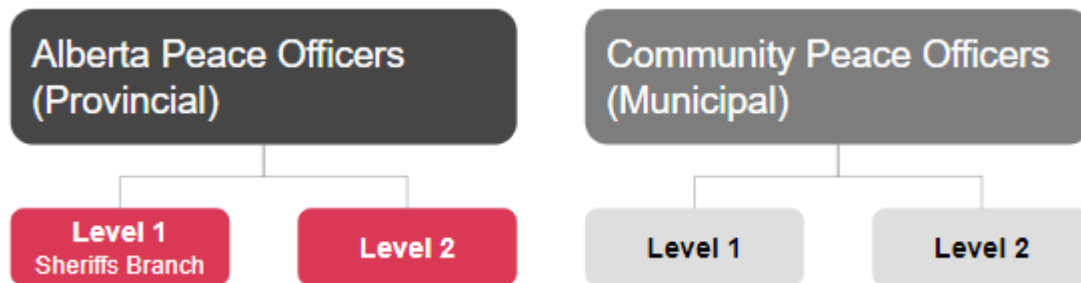
Alberta Peace Officer: Level 1 - Sheriffs Branch

The Sheriffs Branch is a provincial law enforcement agency under the ministry of Justice and Solicitor General. Sheriffs Branch Peace Officers are trained and granted the authority to enforce federal and provincial statutes. In order to enforce the statutes, certain Peace Officers have the authority to carry a sidearm under the *Peace Officer Act.*

Sheriffs' branch Peace Officers are required to have completed training through the Government of Alberta approved training curriculums or the Solicitor General and Public Security Staff College.

The Sheriffs are dedicated to promoting safe and resilient communities; the roles and responsibility of Sheriffs vary across the Branch and there is collaboration with other law enforcement agencies and policing partners in Alberta[18]. The Sheriffs Branch services are:

- ● *Court and Security Services:* Responsible for maintaining safe and secure environment for Courthouse participants provincially
- ● *Protection Services*: Responsible for providing security services, prisoner transport to federal and provincial corrections, and providing provincial radio communications and dispatch services
- ● *Investigation Services*: Provide investigative functional support for high priority and complex fish and wildlife crimes
- ● *Highway Patrol Services:* Enforce traffic safety laws and investigate collisions that do not involve criminal charges. Responsible for Commercial Vehicle Enforcement (CVE) ensuring commercial vehicles compliance with provincial and federal statutes

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[16] JSG Report June 2020 - *Provided by JSG*
[17] Appendix C.1cEIA - 2019-2020 K Division EIA FINAL RECON - *Provided by RCMP*
[18] Alberta - Sheriff Career (2020) https://www.alberta.ca/sheriff-career.aspx - *PwC Secondary Research*

- *Fish and Wildlife Enforcement Services (FWES):* Responsible for conservation law enforcement across the province. It is planned that the FWES will reinforce the RCMP's response to emergencies and high priority calls when needed as part of the RAPID response that is expected to go-live in 2021 (see below)
- *Operational Support Services*: Support the Sheriffs Branch horizontally to provide training services, procurement and implementing professional and operational standards
- *Rural Alberta Provincial Integrated Defence (RAPID) Response*: RAPID is an initiative which grants highway patrol Sheriffs, and FWES to respond faster to emergency calls and provide RCMP support in rural areas. RAPID is on track to be set up in 2021

In FY 19-20, the Sheriffs Branch consisted of 1025 staff with 931 sworn members (Alberta Peace Officers Level 1) and 94 support staff[19].

Alberta Peace Officer: Level 2
Peace Officers - Level 2 are employed by the Government of Alberta or the Government of Canada. These Peace Officers are specialists in a particular area and conduct a range of duties that include investigations and compliance enforcement under provincial statutes. Peace Officers - Level 2 are not granted the authority to carry firearms or other weapons under the *Peace Officer Act*. If Peace Officers - Level 2 carry firearms or other weapons they are authorized by other enactments.

Peace Officers are required to have completed training from Government of Alberta approved training curriculums or the Justice and Solicitor General Training Academy.

Community Peace Officer: Level 1
Community Peace Officers are employed by municipalities and counties in Alberta and provide a range of roles including enforcement of provincial statutes. Peace Officer Level 1 enforce moving violations under the *Traffic Safety Act* and/or elements of the *Gaming and Liquor Act.*

Peace Officers - Level 1 are required to have completed training at the Solicitor General and Public Security Staff College.

Community Peace Officer: Level 2
Community Peace Officers are employed by municipalities and counties in Alberta and provide administrative roles which include RCMP detachment clerks, parking enforcement officers, automated traffic enforcement operators, and animal control specialists. Peace Officers - Level 2 are not required to have completed training at the Solicitor General and Public Security Staff College. Any public facing Community Peace Officer - Level 2 is required to transition to Community Peace Officer Level 1. The transition is expected to be complete by 2022.

Standalone / Independent Municipal Police Services:

The following 7 municipalities in Alberta have standalone / independent police services and do not contract with the K division for municipal policing services:
- Calgary
- Camrose
- Edmonton
- Medicine Hat
- Lethbridge (Regional policing arrangement covering Lethbridge & Coaldale)
- Lacombe
- Taber

Since these municipalities have their own policing arrangements in place and do not contract the RCMP for municipal police services, they have been excluded from further analysis.

Standalone / Independent First Nations Police Services:
The following 3 independent First Nations police services provide policing services to 7 First Nations communities in Alberta. *Supplement A3* provides a detailed list of Communities served.
- Blood Tribe police service
- Lakeshore Regional police service
- Tsuu T'ina Nations police service

These communities are not included in the FNPP and do not contract with the K division for policing services. Therefore, these 3 independent services are excluded from further analysis.

3.a (ix) Policing Collaboration & Multi-sector Teams

The various policing agencies collaborate with each other to fulfil their policing responsibilities whether it is through forming integrated teams or lending expertise, resources and representation. Federal, provincial, First Nations and municipal agencies provide support to the K division and similarly, the K division provides support and expertise to these agencies.

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[19] Alberta Peace Officer - Sheriffs - *Provided by JSG*

Federal Collaboration*:*

The K Division and federal agencies collaborate on covert, specialized and intelligence functions. The following federal units support special and covert investigations under both provincial and municipal jurisdictions:

- Special Investigations
- Special Operations
- Undercover Operations
- Special Entry Section
- Technological Crimes
- Air Services
- Division Criminal Analysis
- Witness Protection
- Federal Intelligence Team
- Legal Application Specialist Team

~74% of the above operations are funded through federal sources, with the remainder being funded through the PPSA.

Provincial / Municipal Collaboration:

There are ~41 RCMP detachments in Alberta that operate as "Post Concept" detachments wherein all General Duty resources (PPSA, MPSA funded) are pooled and on the same shift schedule. Calls are responded to by this pool of resources, regardless of the type of call, location or reporting division of these resources.

Federal Agency Representation in K Division Teams:

Federal agencies lend their expertise to the K Division by appointing representatives to Albertan RCMP units. The following federal agencies appoint experts to support the K division:

- Integrated National Security Enforcement Team (INSET)
- Federal Serious Organized Crime (FSOC)
- Integrated Market Enforcement Team (IMET)
- Integrated Border Enforcement Team (IBET)

Funding for these representatives is provided by the federal government.

RCMP (K Division) Representation in Other Agencies:

Members of the K division participate in a number of provincial organizations and provide expertise in the investigation of specific crimes. They second members to provide guidance in the application of law enforcement knowledge and techniques required to successfully prevent, detect, disrupt and dismantle criminal behaviour.

Key integrated policing areas:

- Alberta Law Enforcement Response Team (ALERT)
- Rural Alberta Provincial Integrated Defence Response (RAPID)
- Joint Traffic Operations

Other areas of collaboration & support:

- Child Advocacy Centers
- Alberta Gaming, Liquor and Cannabis Commission Integrated Investigation Team
- Livestock Identification Services
- Alberta Agriculture and Forestry – Forestry Crimes unit
- Integrated Threat and Risk Assessment Centre (ITRAC)
- The Alberta Securities Commission through the Integrated Market Enforcement Team (IMET)
- Canadian Security Intelligence Services (CSIS)
- Alberta Serious Incident Response Team (ASIRT)
- Ministry of Justice and Solicitor General, Law Enforcement Oversight Branch
- Ministry of Justice and Solicitor General, Priority Prolific Offender Program (PPOP)

Alberta Law Enforcement Response Teams (ALERT):

ALERT is a non-profit independent agency that combats organized and serious crime such as drug trafficking, gang violence and child exploitation. ALERT was established in 2006 and operates at an arm's length from the Government of Alberta.

ALERT is an integrated policing unit formed through an MoU between the RCMP, the 7 standalone / independent municipal police agencies, 3 standalone / independent First Nations police services and the Alberta Sheriffs whereby all parties second staff to the ALERT team. The most recent MoU was executed on April 1, 2020 and is in place for 5 years.

ALERT's 4 public safety priorities are[20]:

● Promote Intelligence-Led Policing
● Disrupt and Dismantle Organized Crime
● Reduce Harm and Help Vulnerable Victims
● Enhance Law Enforcement Capacity

In FY 19-20, the ALERT team consisted of 241 RCMP members and 55 Officers from the partner agencies[21]. ALERT is governed by a board of directors and an appointed Chief Executive Officer.

In FY 19-20, the total cost for ALERT was ~$42.2m. The federal government funds 30% of most of ALERT's costs and a combination of provincial arrangements, grants and commitments funds the remaining 70%. The federal and provincial funding does not include the ALERT corporate administrative services costs which are borne solely by ALERT. The annual provincial grant that Alberta provides to ALERT remains fixed irrespective of ALERT's actual expenses and any unused amount of the funding is retained by ALERT. For a detailed list of provincial funding arrangements, please refer to *Supplement A4.* Further financial information relating to ALERT is provided in Section 4.

Exhibit 3.10: FY 19-20 Cost Sharing Split, ALERT

FY 19-20	Cost Sharing %	Total Cost (CAD, m)
Provincial funding, grants and other commitments	70%	$23.8m
Federal government subsidy	30%	$10.1m
ALERT Corporate Administrative Costs (ALERT Funded)	N/A	$8.3m
Total Cost	**100%**	**$42.2m**

Rural Alberta Provincial Integrated Defence (RAPID) Response:
A new initiative, RAPID is to be implemented in 2021. RAPID's objective is to reduce the time taken for an officer to arrive in emergency situations by granting Sheriffs and Fish and Wildlife Enforcement Services (FWES) the authority to respond to rural calls for service[22]. This initiative will be implemented in 2 Phases, and Phase 1 implementation is currently underway.

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[20] ALERT Business plan 2020-23 - *Provided by JSG*
[21] ALERT Annual report 2019-20 - *Provided by JSG*
[22] RAPID - Response Program (2020) - *Provided by JSG*

The FWES responsibility will be to reinforce the RCMP's response to emergencies and high priority calls when required. The Sheriffs will enable the RCMP to focus on higher priority criminal activity by responding to traffic calls where appropriate.

In FY 20-21 the operational and capital funding for RAPID is $12m. This includes start-up costs required to facilitate the RAPID Response. However, this does not include the operational costs of Phase 2 which have not been fully determined or forecasted. The ongoing yearly costs of RAPID have not been determined to date. There is no cost sharing with RCMP.

Joint Traffic Operations:

In 2009, the Alberta Sheriff's Traffic Operations was integrated with RCMP's K Division Traffic Services to establish an integrated traffic enforcement model in Alberta. The RCMP appoints a police officer to lead this arrangement, provide managerial oversight and operational control. The RCMP's operational communication services are leveraged for this program and the RCMP is responsible for training participating Sheriffs in the program. The JSG provides administrative supervision of the Sheriffs and staff. The JSG remains the current employer of the Sheriffs involved in this program.

The annual cost of running the program is ~$2m, excluding salaries and equipment and is funded entirely by the JSG. These costs include accommodation, operations communication centre support services, radio communication system services, security clearances, and PROS (Police Record and Occurrence System) access.

In August 2019, a new provincial traffic enforcement model, Sheriff Highway Patrol (SHP) was approved which will integrate the Sheriff's Traffic Operations and Commercial Vehicle Enforcement (CVE) Branch into the Sheriffs Branch. Sheriff's Traffic Operations is currently reliant on RCMP for dispatch services and the MOU with RCMP has been extended till April 1, 2021.

3.b Policing Capabilities and Specialized Police Services

This section provides a high-level overview of the specialized policing services that the RCMP provides in Alberta as part of their policing mandate. These specialized policing services provide critical front-line operational support services to support the RCMP and provide specialized skills, tools and training to achieve the RCMP's policing efforts.
There are a total of 36 specialized policing services of which 33 have dedicated provincial teams within Alberta and the remaining 3 services are centralized and provided federally by the RCMP.

A majority of the provincial services are funded through the PPSA and the rest are either charged back to the detachments/units based on usage, funded through the MPSA, funded federally or through special agreements with government departments or agencies. All federal policing services are fully funded by the federal government at no cost to the province.

All provincial services employees are based in Alberta while 2/3 federal services have a local Albertan presence in either Edmonton and/or Calgary and 1 service (Forensic Laboratory) is distributed across Surrey, Edmonton and Ottawa.

32 services require specialized training, 24 require the use of specialized equipment. All federal services own and manage their specialized equipment. For provincial services, specialized equipment is largely owned and managed by Alberta with a few exceptions, detailed below.

A more detailed summary of the scope, number of resources, cost recovery, specialized training and equipment, performance management is provided in the *Supplement A5* for each of the specialized policing functions.

Exhibit 3.11: Overview of Specialized Policing Areas

Specialized Policing Area	Scope	Federal / Provincial Service	Organizational Structure and Location of Specialists	Equipment	Cost Recovery	Specialist Training Required?
Community Policing	Responsible for the oversight and administration of unique programs that support and engage Albertans from all areas of the province and all demographic groups	Provincial	23 positions Located at Edmonton Headquarters & District Headquarters: Grande Prairie, St. Paul, Leduc and Airdrie	No specialized equipment is required	1 unit is funded by Alberta JSG Victims Crime Fund 1 unit is funded by Alberta Victims of Crime Fund & Alberta RCMP The remainder is funded under the PPSA	Yes

Community Policing- Crime Stoppers/ Citizens on Patrol/ Rural Crime Watch	Work with Crime Reduction and Crime Prevention units to ensure public safety in collaboration with 2,500 volunteers in Citizens on patrol and 16,000 volunteers in Rural Crime Watch	Provincial	2 positions Located at Edmonton Headquarters	No specialized equipment is required	Funded under the PPSA	No
Critical Incident Program (CIP)	Supports provincial, municipal, or federal units when responding to events outside of local detachment scope (shootings, armed individuals, hostages, etc.)	Provincial	31 FT positions and 208 PT positions across 8 teams Located in Edmonton and Calgary	Owned by the RCMP Managed at a provincial level	Funded by the PPSA	Yes
Critical Incident Program - Special Tactical Operations (STO)	Deals with unlawful assemblies and crowd control events in Alberta or in Canada	Provincial	125 PT positions Located across Alberta	Owned and managed at the provincial level	Funded by the PPSA	Yes
Criminal Operations - Court Services	Complete court disclosures, attend the court house, and manage & transport prisoners if Sheriffs are unavailable	Provincial	Number of positions not provided Located at RCMP detachments across Alberta	No specialized equipment is required	Funded by the PPSA or MPSA depending on the location of the detachment	No
Criminal Operations - Intelligence Coordinator	Focuses on enhancing detachment level investigations. Promotes targeted investigations using more advanced techniques, integrating intelligence	Provincial	5 positions Located in Edmonton, Grande Prairie, St. Paul and Airdrie.	Owned and managed at the provincial level	Funded by the PPSA 1 position is funded federally	Yes
Criminal Operations - DNA Exhibit Coordinator	Provides subject matter expertise, guidance and advice to law enforcement/ justice agencies and departments on DNA program related issues, trends and strategic directions	Provincial	1 position Located at Edmonton Headquarters	Owned and managed at the provincial level	Funded by the PPSA or MPSA depending on the detachment submitting the evidence	Yes
Criminal Operations - Provincial Court Coordinator	Ensures that the processes and systems used for court submission are efficient and meet provincial and federal court requirements	Provincial	1 position Located in Swan Hills Alberta	Owned and managed at the provincial level	Funded by the PPSA	Yes

Criminal Operations - Provincial Reviewer	Develops policy, and standard operations procedures for the province. Coordinates the provincial Amber Alert program within the RCMP	Provincial	4 positions Located at Edmonton Headquarters	No specialized equipment is required	Funded by the PPSA	Yes
Criminal Operations - Sexual Assault Review Coordinator (SARC)	Provides oversight and guidance to all regular members conducting sexual assault investigations in the province	Provincial	1 position Located at the Edmonton Headquarters	No specialized equipment is required	Funded by the PPSA	Yes
Criminal Operations - Risk Manager	Supervises 4 high-risk areas: DNA Coordinator, Sexual Assault Reviewer, provincial Court Coordinator, AMBER Alert Coordinator and Use of Force Expert	Provincial	3 positions Located at Edmonton Headquarters	No specialized equipment is required	Funded by the PPSA	Yes
Criminal Operations - Use of Force Coordinator	Use of Force Review Coordinator is a subject matter expert (SME) on the use of force. The coordinator provides expert opinions, training and addresses questions regard the use of force	Provincial	8 positions Located across Alberta	No specialized equipment is required	Funded by the PPSA	Yes
Crime Reduction Leadership and Administration	Oversees the coordination of multi-disciplinary teams with the mandate to support frontline detachments in reducing the impact of crime	Provincial	40 positions Located at Edmonton Headquarters	No specialized equipment is required	Funded by the PPSA	Yes
Crime Reduction Units (CRU)	Specialized units that support Alberta RCMP detachments to target priority offenders	Provincial	32 positions across 4 teams (8 positions each) Located in Leduc, Grand Prairie, St. Paul and Airdrie.	Procured, owned and managed at the provincial level	Funded by the PPSA	Yes
Crime Reduction Program - Auto Theft Unit	Responsible for assisting with detection, investigation and prosecution of criminal organizations involved in auto theft	Provincial	6 positions Located in Edmonton and Calgary	Procured and managed at the provincial level	Funded by the PPSA	Yes

Crime Reduction - Call Back Unit (CBU)	Investigates non-urgent police calls for service in order to free up front-line detachment members. The CBU also participates in a variety of crime reduction initiatives.	Provincial	11 positions across 2 offices Located in Edmonton and Calgary	Procured, owned and managed at the provincial level	Funded by the PPSA	Yes
Crime Reduction - Community Engagement and Outreach & Project Lock Up	Provides proactive assistance and guidance on methods of reducing crime in their communities. Project Lock Up assists those who have been hit hardest by property crime	Provincial	Located in Edmonton and each of the district offices	Procured and managed at the provincial level	Funded by the PPSA	Yes
Crime Reduction Program - PROS Data Center (PDC)	Unit established to support Front-line members by completing administrative elements of police investigations by creating initial files and transcribing reports	Provincial	22 positions Located in Edmonton and Calgary	Procured, owned, and managed at the provincial level	Funded by the PPSA	Yes
Division Intelligence Program	Provides intelligence to Alberta RCMP to combat domestic and international crime	Provincial	Number of positions not provided Located in Edmonton and Calgary	Owned and managed at the federal level	2 teams are funded federally 4 teams are funded federally and by the PPSA	Yes
Drug Expert Witness Program Coordinator	Provides assistance and guidance to members, operational units and the Federal Crown's Office working on Alberta RCMP drug investigations	Provincial	1 Corporal ~60 drug experts involved in the program to provide expert opinions, etc. Corporal is located in Edmonton	No specialized equipment is required	Charged back to the detachment or municipalities depending on where the request originates	No
Evidence / Exhibit Management	Oversees all aspects of the Exhibit room and evidence management. Includes crime scene examiners and firearms testing	Provincial	1 position per file/ investigation Located across the province DNA testing labs are located in Ottawa and Vancouver	Paid for at a detachment level and charged to the business line under which it falls	Charged back to the detachment/ unit	Yes
Federal Serious Organized Crime	Focused on serious, national or transnational criminal threats to security and its economic, political and social integrity that are in Alberta	Federal	Number of positions not provided Located in Edmonton & Calgary	Owned and managed at the federal level	Funded federally	Yes

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Forensic Identification System (FIS)	Supports front line policing in Alberta at the municipal and provincial level by securing, recording and documenting crime scenes and recovering exhibits for analysis	Provincial	56 positions Located in Edmonton, Edson, Grand Prairie, Peace River, Wood Buffalo, Red Deer, Calgary, Lethbridge, St. Paul, Lloydminster	Owned at both the provincial level and municipal level	Funded by the PPSA and MPSA	Yes
Forensic Laboratory Services	National Forensic Laboratory Services (NFLS) is part of National police services; provides forensic services in biology, firearms, toxicology and trace evidence for police agencies across Canada	Federal	Number of positions not provided Located in Edmonton, Ottawa, and Surrey	Owned and managed at the federal level	Services are funded by the national police service Biology Services are shared at 54/46 between federal / provincial & territory Evidence sent from PPSA / MPSA detachments is charged back to PPSA / MPSA	Yes
Federal Policing Specialized / Support Services (FPSS)	Deploys operational assets and resources, utilizes subject matter expertise and provides guidance for the most specialized and high-risk investigative techniques utilized by Canadian and international law enforcement	Provincial	16 positions in Air Services 25 positions in Digital Forensic Services 3 positions in the Explosives Disposal Unit 50 positions in Major Case Management Details not provided Located in Calgary and Edmonton	The PPSA can leverage equipment held at the federal level and teams also have the ability to leverage resources from other provinces through CROPS to CROPS requests when necessary	Costs are shared federally and provincially	Yes
Indigenous Policing Services (IPS)	Focused on engaging with local communities and reconcile with Indigenous people	Provincial	7 positions Located in Edmonton and St Paul	No specialized equipment is required	CTA positions are funded by Public Safety Canada and Alberta Métis Settlements positions are funded by Alberta & Alberta Métis Settlements Council	No
Integrated National Security Enforcement Team (INSET)	Integrated teams of federal and provincial resources focused on analyzing and disrupting threats to national security and potential criminal extremism or terrorism	Federal	Number of positions not provided Located in Edmonton and Calgary	Owned and managed at federal level	Funded federally	Yes
K Division Member Operational Support Service (KMOSS)	Provides experienced supervision for detachments when a Non- Commissioned Officer (NCO) is not available	Provincial	4 positions Located in Edmonton, Calgary, and Red Deer	Owned and managed at a provincial level	KMOSS costs are covered by the PPSA 1 position is funded federally	Yes

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Legal Application Support Team (LAST)	Provides expertise to investigative units in the planning, drafting and disclosure of all types of legal judicial applications	Provincial	6 positions Located in Edmonton & Calgary	No specialized equipment required	Funded by the PPSA 1 position is funded federally	Yes
Occupational Health and Safety	Responsible for the oversight over the Occupational Safety Program for all employees in RCMP in Alberta. (Regular members, civilians, public service employees)	Provincial	3 positions Located in Edmonton and Calgary	Owned and managed at a provincial level	Divisional Administration and charged through PPSA	Yes
Office of Investigative Standards and Practices	Provides assistance and guidance to members and operational units working on Major Case Investigations using 9 principles of Major Case Management	Provincial	7 positions Located in Edmonton	No specialized equipment is required	Divisional Administration and charged through PPSA	Yes
Operational Communication Centers / Dispatch	Acts as the first point of contact for the public requesting assistance in both emergency and non-urgent matters 24/7/365. Calls are prioritized and conveyed to members to respond	Provincial	146 positions Located in Edmonton and Red Deer	Owned and managed at a provincial level	Funded by the PPSA	Yes
Prisoner Management and Control	Management and lodging of prisoners is the responsibility of all detachments. This includes feeding, paperwork, transport, medical treatment, etc.	Provincial	No additional officers assigned to these duties. Located across the province at all Detachments	Owned and managed at the detachment level, either municipal or provincial	Funded by the PPSA or the MPSA depending on whether it is a provincial or municipal detachment. Once a prisoner is remanded, the costs become the responsibility of the province.	Yes
Search and Rescue (SAR)	RCMP SAR works with non-profit SAR Alberta to coordinate the response for all missing & lost persons and back country rescue	Provincial	2 FT positions (Police Center). 85 RCMP Search Managers Located across Alberta	Owned at both the provincial level and municipal level	Funded under the PPSA or MPSA depending on the location of search and rescue	Yes
Serious Crime Branch	Investigative services branch of the Alberta RCMP and is responsible for providing investigative services in complex areas	Provincial	220 positions Located in Edmonton and Airdrie	Procured, owned and managed at the provincial level	Funded by the PPSA A few of the positions are funded via Enhanced Policing or secondment agreements	Yes

Traffic Services	Works to support safe and efficient roadways. Officers investigate motor vehicle collisions and complaints from the public about Traffic	Provincial	217 positions Located across Alberta	Owned and managed at the provincial level	Funded by the PPSA	Yes

3.c Governance Model

Governance for policing in Alberta varies depending on the contract parties (provincial government, municipalities, First Nations communities, etc.). Each policing agreement has different provisions and options for governance and civilian oversight. In general, each model seeks to achieve a balance between the operational independence of the police and their accountability to the public and civilian authorities.

A summary of the governance model for each Contract Policing agreement is provided below:

3.c (i) Governance Mechanisms per Contract Agreements
Provincial Policing Governance

The RCMP Commanding Officer implements the objectives and priorities set by the Minister of Justice and Solicitor General and reports on progress on a quarterly and annual basis. Additionally, complaints against the police service are reported to the Minister of Justice and Solicitor General on a monthly basis.

The Contract Management Committee (CMC) was established in 2012 and is a national forum with representatives from each province and territory with Contract Policing Agreements across Canada. The CMC is intended to support the delivery of professional, efficient and effective services that are outlined in the PPSA agreement and meets a minimum of semi-annually. The committee serves as a forum for information sharing between the RCMP and contract partners in order to promote transparency and accountability.

Any changes that affect the cost of the services through a proposed addition or deletion of cost items or changes to the allocation formulas or costing methodologies are agreed in consultation with the CMC.

Article 19 of the PPSA provides the ability to both the Minister of Justice and Solicitor General and CMC to request the RCMP review a particular program or service. The CMC is able to input to the RCMP annual program of national reviews of elements of the service. The Minister of Justice and Solicitor General is able to request Directed Reviews of service at a provincial level, including the option to have the review completed independently.

Municipal Policing Governance

The governance mechanism for contracted municipal policing is outlined in individual MPSA agreements between the municipality and federal government. The Elected Head of the municipality (Chief Executive Officer) sets out objectives, priorities and the goals of the service in accordance with the Minister of Justice and Solicitor General's policing priorities[23]. Internal management, including administration and application of professional policing services is managed by the federal government. The Detachment Commander/ Member in Charge implements the objectives and priorities set forth by the Elected Head and reports on the progress of implementation. Municipalities are also represented on the Contract Management Committee.

The Elected Head and the Detachment Commander can review issues relating to municipal police services and conduct an operational effectiveness assessment as set out in Article 18 of the MPSA agreement.

Provincial and Municipal Governance Mechanisms & Bodies
Police Committees

Municipalities that have contracted policing arrangements with the RCMP have the ability to establish policing committees. Policing committees are established to allow municipalities to have oversight over the policing services in their jurisdiction. The established policing committee has the authority to:

● Have oversight over individual MPSA agreement for that municipality[24]
● Assist in selecting the Officer in Charge (Officer in charge of the unit that provides municipal policing services)
● Consult with the Officer in Charge to develop priorities and strategies for municipal policing
● Represent the interests of the Council to the Officer in Charge
● Represent the interests and concerns of the public to the Officer in Charge
● Issue instructions to the Officer in Charge respecting the implementation and operation of the yearly plan
● Assist the Officer in Charge with resolving complaints

Policing committees must designate a public complaint director to receive complaints from the public, act as a liaison, review the complaint investigation, offer alternative dispute resolution processes and provide reports and statistics on all complaints received as required by the *Alberta Police Act*.

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[23] Municipal Police Service Agreement (2012) - *Provided by Advisory Board*
[24] Police Act - Part 3 pg. 22 (2019) - *PwC Secondary Research*

Police Commissions

Municipalities with standalone/ independent policing services can establish a Police Commission. The Commission's responsibilities are to establish policies for efficient and effective policing, provide governance to the Chief of Police, manage the funds provided by council and resolve public complaints. The Commission has authority to:

● Allocate funds that are provided by the Council
● Prepare a budget and yearly plan for the police service
● Ensure that the municipal police service is sufficiently staffed
● Establish policies for efficient and effective policing

Policing commissions must designate a public complaint director to receive complaints from the public, act as a liaison, review the complaint investigation, offer alternative dispute resolution processes and provide reports and statistics on all complaints received as required by the *Alberta Police Act.*

Civilian Review and Complaints Commission

The Civilian Review and Complaints Commission (CRCC) for the RCMP is an independent agency established by the Canadian Parliament to oversee RCMP members that are deployed across Canada. The Commission ensures all public complaints regarding RCMP members' conduct are examined fairly and impartially. The commission also review's complaints from the public when the complaints were not satisfied with the RCMP's response to their complaint. The CRCC can also initiate investigations into RCMP conduct and review specified RCMP activities. [25]

Law Enforcement and Oversight Branch

The Law Enforcement and Oversight Branch of JSG are responsible for developing policing standards in Alberta. The branch also manages the RCMP PPSA agreement between Alberta and the federal government and provides training and support to RCMP policing committees. The branch also manages the Indigenous Policing Program.

Law Enforcement Review Board

The Law Enforcement Review Board (LERB) fulfils the role of civilian oversight of non-RCMP policing in Alberta. The role of LERB is to hear appeals by individuals who are not satisfied with the outcome of police complaints. The board also hears appeals from Officers who have committed misconduct and received a penalty.

The *Alberta Police Act* mandates the board file a report each calendar year to the Minister of Justice and Solicitor General which identifies the details around the appeals made to the board.

The board has jurisdiction over the 7 standalone municipal police services, the 3 Independent First Nations police services, and Alberta Peace Officers. LERB does not review complaints against the Alberta RCMP or hear appeals from RCMP officers.

In FY 19-20 the budget allocation for LERB was $625k.

Alberta Serious Incident Response Team

The Alberta Serious Incident Response Team (ASIRT) is an independent agency created under the *Police Act.* It is civilian led and serves as an integrated investigative body. ASIRT is responsible for investigating the actions of police officers which may have led to serious injury, or death or other serious police misconduct allegations[26].

ASIRT jurisdictions include all sworn police officers in Alberta including the RCMP, with offices in Edmonton and Calgary. Investigations are assigned to ASIRT by the Government of Alberta. In FY 19-20 the costs for ASIRT were $4.1m.

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[25] The Civilian Review and Complaints Commission for the RCMP. https://www.crcc-ccetp.gc.ca/ - *PwC Secondary Research*
[26] ASIRT Program Overview & Scope - *Provided by JSG*

4 Financial Overview

4. Financial Overview

Based on data received from the RCMP and JSG, a cost model has been prepared to summarize the total costs of RCMP policing in Alberta. This chapter summarizes the methodology used to develop the cost model, current state policing costs and how these policing costs are shared between the federal government and Alberta.

4.a Data Received

The cost model reflects the total cost of RCMP policing in Alberta between FY 17-18 and FY 19-20. Financial data pertaining to the various Contract Policing arrangements for the fiscal years in scope was requested to develop the cost model.

Costs from FY 19-20 are used as the baseline and these costs have been referenced in other sections of this report.

Financials for the period between FY 17-18 and FY 19-20 are historical audited financials provided by the RCMP. Direct and indirect costs relating to the various Contract policing arrangements, excluding the MPSA, were provided by the RCMP for analysis. The RCMP declined to provide cost information under the Municipal Police Service Agreements, citing confidentiality concerns. Following further discussions, the data was requested from the municipalities directly, and was received from ~20 municipalities. Data from these ~20 municipalities was then used to calculate the per capita cost across the various cost categories.These per capita costs were then used to estimate the total MPSA costs. Publicly available data has been used to estimate the total number of officers under the MPSA, as this data was not provided by the RCMP.

4.b Components of Policing Costs

The cost model includes the costs of the following RCMP's Contract Policing arrangements in Alberta:

- *Provincial Police Service Agreement*
- *Municipal Police Service Agreements*
- *First Nations Policing Program*
- Alberta Law Enforcement Response Teams
- Other - Victims of Crime, Biology Casework Analysis Agreement, Alberta First Responders Radio Communications System

The costs relating to the RCMP's operations at Edmonton International Airport (EIA) have been excluded from our analysis as these costs are fully recovered from the Edmonton Regional Airports Authority (ERAA). The costs of the JSG's Peace Officers Program, the 7 Independent (municipal) and 3 Self-Administered (First Nations) police services have been excluded from our analysis as these services are independent of the RCMP.

A4.b (i) Cost Sharing Breakdown

Costs of policing in Alberta are shared by the federal, provincial and municipal governments as displayed in *Exhibit 4.1* below.

Exhibit 4.1 Breakdown of FY 19-20 Policing Costs by Contract Partner
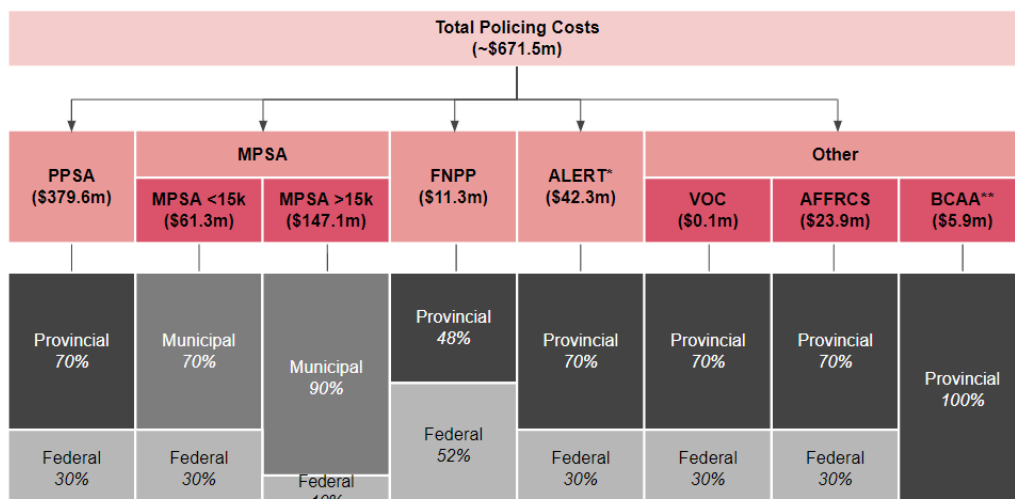
*This cost split includes $8.3m of corporate services, which is 100% covered by ALERT
**Represents Alberta's share of total BCAA costs

4.b (ii) Provincial Police Service Agreement (PPSA)

In FY 19-20 the PPSA was the largest component of policing costs in Alberta, driving costs of ~$379.6m. Per Article 11 of the PPSA, Alberta is responsible for 70% or ~$265.7m of costs, with the remaining 30% or ~$113.9m being funded by the federal government.

Billable PPSA Costs

Article 11 of the PPSA classifies billable costs as direct and indirect costs.
Direct costs include the following categories of cost related to providing and maintaining the provincial police service:

- All operation and maintenance costs such as Member salaries & wages, transportation and travel, information, professional services, rentals, repairs, utilities and supplies, payment in lieu of taxes, and miscellaneous operating expenses as established by the RCMP's Chart of Accounts.
- All costs of equipment purchase, except if the costs of equipment exceed $150k and the Minister of Justice and Solicitor General has requested for these costs to be amortized.
- Costs to acquire and construct buildings if the Minister of Justice and Solicitor General has requested these costs not be included in the Accommodation Program Charge.

Indirect billable costs include the following categories of costs of providing and maintaining the provincial police service. Some of these costs are charged back directly to the respective contract that drives the costs, whereas other costs for national programs which benefit the K division are allocated to the contracts using an FTE Utilization ratio. The FTE Utilization ratio is the ratio of the K division FTEs to the ratio of total RCMP FTEs.

- Pensions (incl. RCMP Pension Plan & CPP Contributions), Employment Insurance premiums for members and public service employees.
- Divisional Administration Costs including core administration costs, earned retirement benefit, pay in lieu of leave, parental & special leave, and health services costs.
- National Program costs such as the Cadet Training Program, Police Dog Training Center, Police Record and Occurrence System (PROS), National Recruiting Program, Public Complaints Commission and Enhanced Reporting & Accountability.
- Accommodation Program Charge for RCMP owned facilities.
- Security costs for PPSA facilities.
- Amortized equipment payments for equipment above $150k that the Minister of Justice and Solicitor General has chosen to be amortized.
- Legal advisory costs.

Non-Billable PPSA Costs

Article 11 of the PPSA also stipulates costs that cannot be billed back to Alberta. In FY 19-20, ~$6.0m of costs driven by the PPSA were not billed back to Alberta, these include:

- External Review Committee costs
- Costs for the Staff Relations Representative Program
- Civil litigation
- Claims / Settlements paid
- Relocation of members between provinces

PPSA Financial Planning & Budgeting[27]

Each fiscal year, the Commanding Officer and the Minister of Justice and Solicitor General jointly develop a five year financial plan in preparation of the annual budget.

Payments for the PPSA are based on a funding ceiling amount. This annual ceiling amount is provided to the RCMP via a letter from JSG, typically in the first quarter of each fiscal year. This ceiling amount is the basis for the quarterly invoices from the RCMP.

The annual funding ceiling amount is determined jointly through a process that typically starts a year in advance. A joint JSG and RCMP planning team determines a budget based on policing needs and priorities. This budget is then brought forward to the Minister of Justice and Solicitor General for approval after any necessary adjustments. The approved budget amount will essentially determine the funding ceiling amount after the necessary adjustments.

When preparing the budget, Alberta is committed to pay 70% of the total cost of policing under the PPSA. The budget that is prepared for the province shows the 70% provincial share.

JSG also receives expenditure forecasts from the RCMP on a monthly basis from August each year, with a detailed listing of where the funds are being spent. This forecast also includes analysis of differences between budget and forecast. There is no formal independent audit conducted on a regular basis of RCMP PPSA expenses.

At the end of each fiscal year, the amount paid to the RCMP does not reconcile with the actual expenses as the amount paid is based on a budget and ceiling limit. By the end of the first quarter of the following year there is a reconciliation adjustment made either to credit or debit the province's bill to reflect the difference between the actual cost and payments made the year prior.

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[27] 20 - JSG RCMP UNDERSTANDING DOCUMENT KNOB - *Provided by JSG*

4.b (iii) Municipal Police Service Agreement (MPSA)

Total municipal policing costs in Alberta for FY 19-20 were approximately $208m of which the municipalities contributed an estimated $175m, with a federal subsidy of $33m.

While it is the responsibility of municipalities with a population over 5,000 to provide and fund their own policing arrangements, Alberta provides support for municipal policing via the following subsidies or grants[28]:

1. **The Municipal Policing Assistance Grant (MPAG)**: MPAG assists municipalities with a population over 5,000 with the financial costs of municipal policing. Funding is provided to municipalities based on the following payment formulas:

Exhibit 4.2 Municipality Payment Formulas

Population of Municipality	Payment Thresholds (CAD)
5,001 to 16,666	$200k base payment + $8.00 per capita
16,667 to 50,000	$100k base payment + $14.00 per capita
Over 50,000	$16.00 per capita

2. **Police Funding Grant** - From 2008 to 2011, the Government of Alberta added 300 police officers to municipalities across the province to promote safe and secure communities and help reduce crime. Municipalities that received police officers are provided yearly funding to help cover additional policing costs. Each municipality that received one of the 300 police officers is given funding of up to $100,000 per position, per year. This funding is ongoing but is dependent on yearly funding allocations.
3. **The Municipal Sustainability Initiative (MSI)** - MSI is a grant given to municipalities to support local infrastructure priorities and build strong, safe and resilient communities.
4. **Fine Revenue** - Revenue earned through fines imposed for offences.

Billable MPSA Costs

Billable costs associated with municipal policing under the MPSAs are charged by the RCMP to the municipality in a cost sharing model. Municipalities with a population under 15,000 are charged 70% of these costs, whereas municipalities with a population over 15,000 are charged 90% with the federal government subsidizing the remaining costs in both cases.

Billable Costs for Municipalities with a Population under 15,000 Residents

As with the PPSA, the RCMP bills municipalities with an MPSA direct and indirect costs. Municipalities are then in turn responsible for 70% of these costs, with the remainder being funded by the federal government.

There are 2 costing methods for billing direct costs to municipalities with a population under 15,000 residents:

1. **Divisionally Pooled Costs** - In order to create economies of scale of MPSA costs for municipalities with a population under 15,000 residents, the RCMP groups these municipalities to pool the following costs. Municipalities are then charged a share of these costs, allocated on the basis of how many FTEs serve the municipality as a proportion of the total FTEs in the pool.
    a. Member pays
    b. Equipment purchase, rentals and maintenance costs (criminal operations (CROPS), fleet, informatics)
    c. Professional service contracts
    d. Supplies & office equipment
    e. Kits & clothing
    f. Fuel
2. **Non-Pooled Location Specific Costs** - There are billable costs that are not pooled and are billed specifically to the municipality responsible for the costs. These include:
    a. Overtime
    b. Isolated Pool Allowances

Indirect billable costs include the following costs of providing and maintaining the municipal police service. These costs are charged back to the municipality based on the FTE utilization of the municipality.

- Pensions (incl. RCMP Pension Plan & CPP Contributions), Employment Insurance premiums for members
- Divisional Administration Costs including core administration costs, earned retirement benefit, pay in lieu of leave, parental & special leave, and health services costs.
- National Program costs such as the Cadet Training Program, Police Dog Training Center, Police Record and Occurrence System, National Recruiting Program, Public Complaints Commission and Enhanced Reporting & Accountability.

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[28] APPS - Costs - Final - 2020-11-22 - *Provided by RCMP*

Private & Confidential

Billable Costs for Municipalities with a Population over 15,000 Residents

As with municipalities with a population under 15,000 residents, municipalities with a population over 15,000 residents that have an MPSA are billed direct and indirect costs. Municipalities are then in turn responsible for 90% of these costs, with the remainder being funded by the federal government.

The only distinction between the cost structure of municipalities under and over 15,000 residents is that municipalities with a population over 15,000 residents do not pool any costs and are invoiced directly. Municipalities over 15,000 residents are charged the following direct costs:

- Member pay
- Equipment purchase, rentals and maintenance costs (CROPS, fleet, informatics)
- Professional service contracts
- Supplies & office equipment
- Kits & clothing
- Fuel
- Overtime
- Isolated Pool Allowances

Indirect billable costs include the following indirect costs of providing and maintaining the municipal police service. These costs are charged back to the municipality based on the FTE Utilization of the municipality

- Pensions (incl. RCMP Pension Plan & CPP Contributions), Employment Insurance premiums for members
- Divisional Administration Costs including core administration costs, earned retirement benefit, pay in lieu of leave, parental & special leave, and health services costs.
- National Program costs such as the Cadet Training Program, Police Dog Training Center, Police Record and Occurrence System, National Recruiting Program, Public Complaints Commission and Enhanced Reporting & Accountability.

Non-Billable Costs for Municipalities

Both municipalities under and over 15,000 residents that have an MPSA benefit from the following non-billable costs:

- Legal services
- External Review Committee costs
- Costs for the Staff Relations Representative Program
- Civil litigation
- Official language training
- Claims and compensation settlements
- Relocation
- Contaminated sites assessments
- Work Force Adjustment Lump Sum Payment to RRSP

Items / Functions Covered by Alberta (i.e. not Charged to Municipalities)

The costs for the following services are paid for by the province via the PPSA, but are not charged back to the municipalities:

- Emergency Response Team (ERT)
- Operational Communication Center (OCC)
- Major Crimes Unit

Municipal Responsibilities

Unlike the PPSA, municipalities are responsible for providing and maintaining facilities to accommodate municipal police services, and also providing public service employees to support overall MPSA operations. Municipalities can request the RCMP provide the necessary accommodation or public service employees, however in either case the municipality is then responsible for 100% of these costs.

MPSA Financial Planning & Budgeting

The Member in Charge and the Chief Executive Officer (CEO) of the municipality jointly develop 5-year financial plans.
Municipalities are billed quarterly for municipal policing services. Costs are forecasted at the beginning of each fiscal year. These costs are approved by municipalities and for invoicing purposes, divided by four and billed equally each quarter. Actual costs are monitored throughout the year and reconciled against forecasted costs after the end of the fiscal year. Any cost adjustments from reconciliations are adjusted in the first quarter of the next fiscal year.

An updated 5-year future forecast plan is provided to each municipality within the first quarter of each fiscal year.

4.b (iv) First Nations Policing Program (FNPP)

FY 19-20 FNPP costs were $11.3m with Alberta being responsible for 48% or $5.4m of the costs and the federal government responsible for 52% or $5.8m.

Billable FNPP Costs

As with the PPSA, the RCMP charges Alberta both direct and indirect costs incurred for providing the FNPP. The RCMP bills Alberta with the same subcategories of direct and indirect costs as it does with PPSA. The only difference being that Alberta is responsible for paying 48% of these costs with the federal government responsible for the remaining 52%.

Non-Billable FNPP Costs

Similar to the PPSA, the below costs in relation to the FNPP cannot be billed back to Alberta. In FY 19-20, ~$35k of costs driven by the FNPP were not billed back to Alberta. These include costs for:

● External Review Committee costs
● Costs for the Staff Relations Representative Program
● Civil litigation
● Claims / Settlements paid

FNPP Financial Planning & Budgeting

The financial planning and budgeting process and timelines for the FNPP is similar to the PPSA. The funding ceiling for each year is jointly determined by the JSG & RCMP based on a contractual budget projection that is completed every five years.

4.b (v) ALERT

ALERT is a private non-profit organization that was established by the Alberta provincial government to combat organized and serious crimes (drugs, gangs, guns).

Total ALERT costs in FY 19-20 were $42.2m. Costs for ALERT are broken down into 2 categories:

● Category A: $33.9m of costs charged by Alberta to recover payments made to the RCMP.
● Category B: $8.3m of Internal Corporate Services costs paid by ALERT for its internal administration.

As the RCMP will not enter into a contract with private entities for policing, Alberta acts as the contracting party and pays ALERT's cost to the RCMP on its behalf. These costs are then recovered by Alberta from ALERT.

Funding for ALERT

Alberta provides ALERT with a minimum annual grant amount, subject to budget approval, as outlined in a funding agreement between Alberta and ALERT. The current 2-year funding agreement is in place from April 1, 2019 to March 31, 2021. The province pays the grant to ALERT on a quarterly basis. ALERT provides the province with quarterly reporting for review and approval as well as an annual business plan.

While ALERT receives most of its funding from a provincial grant provided by Alberta, it also receives funding from the following:

● Federal Funding - 30% of Category A ALERT costs are funded by the federal government.
● Guns & Gangs grant - federal funding, administered by Alberta, aimed at intelligence gathering, and preventing and combating gun and gang violence issues.
● Interest income - interest earned on ALERT fund balances.
● Guaranteed Investment Certificates - interest earned from fixed income investments.

Workflow of Resourcing and Funds

Below is an overview of how funds and resources flow between ALERT, the various Partner Agencies, the RCMP and Alberta:

1. Alberta provides ALERT with an annual grant. The current 2-year funding agreement is in place from April 1, 2019 to March 31, 2021. The province pays the grant to ALERT on a quarterly basis.
2. Resources are seconded from the Partner Agencies (municipal, First Nations police services, Sheriffs and RCMP). Partner Agencies with the exception of the RCMP bill 100% of these costs to ALERT.
3. 100% of Partner Agency costs are forwarded by ALERT to the RCMP for reimbursement.
4. RCMP reimburses 100% of these costs to Partner Agencies.
5. 70% of Partner Agency costs (including RCMP costs) are charged to Alberta.
6. Alberta pays the RCMP the invoiced amount.
7. The invoiced amount paid to the RCMP is recovered by Alberta from ALERT.

ALERT repays Alberta through the provincial grant and other aforementioned sources of funding that it receives.

Exhibit 4.3: ALERT Resources & Funding Flow
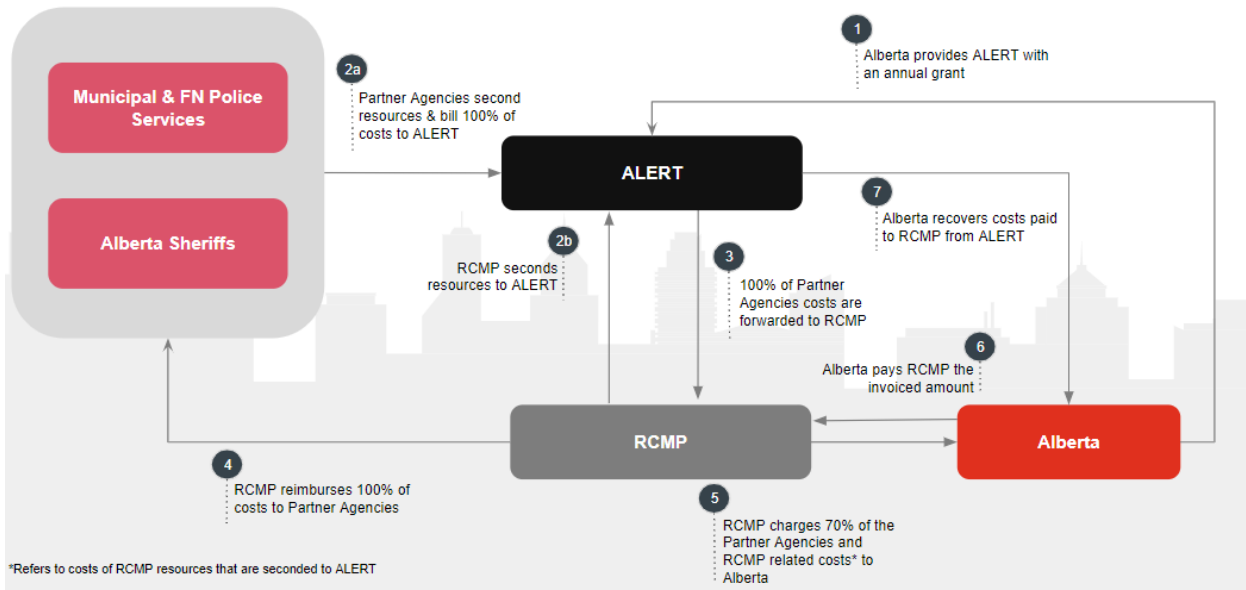
Category B ALERT costs are paid directly by ALERT and are not federally subsidized. These costs may be funded from the annual fixed provincial grant or from other grants.

4.b (vi) Other Costs

Alberta First Responders Radio Communications System (AFRRCS)

In FY 19-20, RCMP costs relating to AFRRCS were $23.9m. These costs are charged by Alberta to the RCMP and include an agreed share of the amortized costs associated with the construction of the AFRRCS system. The RCMP then in turn charges Alberta 70% of these costs. Of the $23.9m charged to the RCMP, $16.8m was charged back to Alberta.

Biology Casework Analysis Agreement (BCAA)

In FY 19-20, the RCMP charged Alberta $5.9m for biology casework analysis (BCA) sent by Alberta to the National DNA Data Bank (NDDB). The charges for this service are governed by the Biology Casework Analysis Agreement (BCAA). The NDDB is leveraged by 11 provinces and territories including Alberta and the costs for this service are charged back to each province and territory.

Every 2 years, the RCMP calculates the total average annual lab cost for the 2-year period. These costs include average annual costs for the biology program, activities directly supporting biology, national quality management, IT and corporate support. The RCMP then divides 54% of these costs among the provinces and territories based on the proportion of cases submitted by the concerned province or territory over the 2-year period.

The total average annual lab cost for the 2-year period computed in 2019 for FY 19-20 and FY 20-21 was $35.1m, of which $5.9m will be charged to Alberta each year for FY 20-21 and FY 21-22.

Victims of Crime Coordination (VOC)

In FY 19-20, the RCMP incurred $74k of costs to provide VOC services in Alberta. The RCMP charged 70% or $52k of these costs to Alberta. These costs were driven by the costs of the 2 civilian members provided as Victim of Crime (VOC) Coordinators to coordinate policing programs in Alberta.

4.b (vii) Recoveries

In FY 19-20, Alberta recovered $8.4m of policing costs through the Enhanced Policing Program (EPP). The EPP is a program where municipalities under 5,000 can request additional policing resources from the provincial police service. Alberta recovers the costs of these additional resources directly from the relevant municipalities.

From FY 20-21, Alberta will be implementing 2 additional programs for policing cost recoveries. These are:
- **Police Funding Model (PFM)** - In FY 20-21, Alberta is rolling out a new PFM to recover all costs of policing from municipalities under 5,000 residents. This will lead to a $22m recovery of policing costs.
- **BCAA Municipal Recoveries** - In FY 20-21, Alberta will chargeback municipalities for biology casework requests analyzed under the BCAA. Alberta is expected to recover ~$4.8m of these costs in FY 20-21.

4.c Cost Model Methodology

All Direct and Indirect costs received from all contracts were mapped into the below categories, and these categories were validated with JSG.

- **Human Resources (HR) -** Costs relating to salaries and benefits for regular members, civilian members and public service employees. Also includes costs relating to HR services such as recruiting, relocation, training (incl. the Cadet Training Program) and the Police Dogs Program.
- **Real Estate -** Costs relating to the acquisition and maintenance of the various owned and leased facilities leveraged by the various policing arrangements.
- **Equipment -** Costs relating to the purchase, rental and maintenance of the equipment used to support the various policing arrangements. Includes costs for criminal operations (CROPS), fleet, radios & communications and informatics equipment.
- **Administration -** Costs relating to the administration and shared services of the various policing arrangements.
- **Other -** Other miscellaneous costs for the various policing arrangements.

Within the above categories, costs were further categorized as:

- **Operating & Maintenance Costs (O&M) -** Costs relating to ongoing operations and maintenance.
- **Capital Costs -** 1-time costs relating to investments and purchases of fixed assets.

4.d Current State Policing Costs

Total Policing Costs

The total current state costs of policing in Alberta for the period from FY 17-18 through FY 19-20 are presented in *Exhibit 4.4* below. A normalized view for FY 19-20 (baseline) has also been presented to provide a view on the current costs factoring in the new RCMP collective bargaining agreement (CBA). RCMP employee salaries are currently on average 15% less than the industry benchmarks including the Edmonton Police Service (EPS) and Calgary Police Service (CPS). The normalized costs assume a 20% increase in salary for all RCMP employees across PPSA, MPSA, FNPP and ALERT based on publicly available details of the new CBA for officers below the rank of Inspector.

Exhibit 4.4: Current State Policing Costs in Alberta Policing Costs in Alberta

Project APPS
Current State Analysis - Financial Summary
CAD (in '000's)

		Historicals		Baseline	Salary Normalized Baseline
		FY 17-18	FY 18-19	FY 19-20	FY 19-20
	Costs				
A	Provincial Police Service Agreement (PPSA)	365,958	377,206	379,632	418,936
	Provincial Cost Share	256,171	264,044	265,742	293,255
	Federal Cost Share	109,787	113,162	113,890	125,681
B	Municipal Police Service Agreements (MPSA) >15k	138,888	148,921	147,127	164,308
	Municipal Cost Share	124,999	134,029	132,415	147,877
	Federal Cost Share	13,889	14,892	14,713	16,431
C	Municipal Police Service Agreements (MPSA) <15k	53,559	62,045	61,289	68,306
	Municipal Cost Share	37,492	43,432	42,902	47,815
	Federal Cost Share	16,068	18,614	18,387	20,492
D	First Nations Policing Program (FNPP)	11,481	11,137	11,310	12,483
	Provincial Cost Share	5,511	5,346	5,429	5,992
	Federal Cost Share	5,970	5,791	5,881	6,491
E	Alberta Law Enforcement Response Teams (ALERT)	42,084	39,923	42,241	47,737
	Provincial Cost Share	23,579	21,926	23,759	27,606
	Federal Cost Share	10,105	9,397	10,182	11,831
	ALERT Cost Share (Administrative costs)	8,400	8,600	8,300	8,300
F	Other	33,674	35,721	29,906	29,918
	Provincial Cost Share	25,120	26,552	22,703	22,711
	Federal Cost Share	8,554	9,168	7,204	7,207
H	Total Cost of Policing (A+B+C+D+E+F)	645,645	674,952	671,506	741,689
	Recoveries				
	Enhanced Policing Program	(7,519)	(7,808)	(8,351)	(8,351)
	Police Funding Model (PFM)				
	BCAA Municipal Recoveries				
I	Total Recoveries	(7,519)	(7,808)	(8,351)	(8,351)
J	Net Costs of Policing (H-I)	638,126	667,145	663,154	733,337

2019-20 Cost of Policing in Alberta (CAD in 000's)
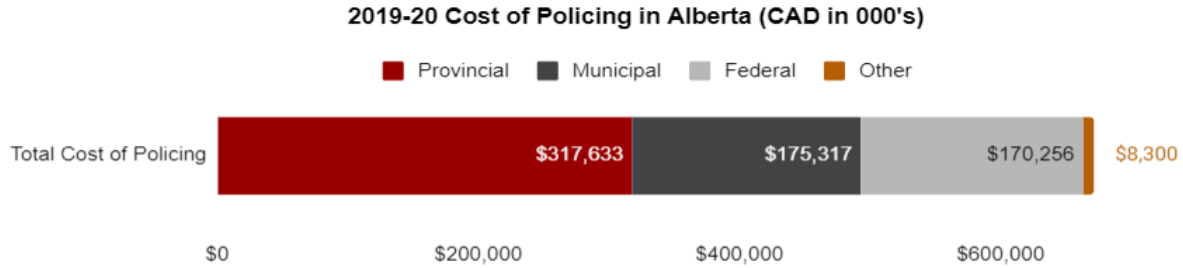
The total costs of RCMP policing in Alberta for FY 19-20 were ~$671.5m. Of this, ~$170.3m of costs were provided by the federal government as per the cost sharing arrangements outlined in the various Contract Policing Agreements. Under the current policing agreement, Alberta's share of costs for FY 19-20 was ~$317.6m, while municipal share of costs was ~$175.3m. The remaining $8.3m in costs was shared with ALERT.

Human Resources

Human Resources (HR) represents the most significant costs of the 5 categories, accounting for ~74% of the total cost of policing in FY 19-20. The total cost of HR in FY 19-20 was $496.7m. These costs include salaries, benefits, overtime, leave, recruiting, relocations, and training. A number of these costs were identified and broken out from the Division Administration cost category.

A normalized view for FY 19-20 (baseline) has also been presented to provide a view on the current costs factoring in the recent salary negotiations with the National Police Federation. The normalized costs assume a 20% increase in salary for all RCMP employees across PPSA, MPSA, FNPP and ALERT based on available details of the new CBA for officers below the rank of Inspector.

Exhibit 4.6: Current State Policing Costs in Alberta - Human Resources*

Project APPS
Current State Costing Model
HR Costs
HR
CAD (in 1000's)

	Actuals					
	FY 17-18	FY 17-18	FY 18-19	FY 18-19	FY 19-20	FY 19-20
Cost	**Total**	**Total-Norm.**	**Total**	**Total- Norm.**	**Total**	**Total- Norm.**
O&M						
Members						
Salary Normalization Factor						
Base Salary - Members	253,512	304,215	257,862	309,434	257,684	309,221
Benefits - Members	64,933	64,933	57,587	57,587	58,415	58,415
Overtime - Members	41,972	50,367	47,523	57,027	46,950	56,340
Other Salary - Members	-	-	-	-	-	-
Payment in Lieu of Leave	1,024	1,024	1,121	1,121	1,108	1,108
Health Services	13,327	13,327	12,871	12,871	14,417	14,417
Special Leave	28,521	28,521	27,966	27,966	30,853	30,853
Sub-total - Members	**403,290**	**462,387**	**404,929**	**466,006**	**409,427**	**470,354**
Public Service Employees			-	-	-	-
Base Salary - PS	23,330	27,995	24,450	29,340	27,299	32,759
Benefits - PS	3,685	3,685	3,971	3,971	4,527	4,527
Overtime - PS	528	634	971	1,165	1,081	1,298
Other Salary - PS	190	190	247	247	259	259
Sub-total - PS	**27,733**	**32,504**	**29,640**	**34,724**	**33,167**	**38,843**
ALERT Secondments						
ALERT Secondments Salary	17,762	21,315	16,517	19,820	17,901	21,481
Sub-total - ALERT Secondments	**17,762**	**21,315**	**16,517**	**19,820**	**17,901**	**21,481**
HR Services						
Recruiting	3,105	3,105	3,414	3,414	3,589	3,589
Relocations	3,473	3,473	5,588	5,588	4,894	4,894
Training (CTP)	10,083	10,083	11,974	11,974	13,223	13,223
Training (Local)	1,787	1,787	1,648	1,648	2,217	2,217
Police Dog Services	433	433	415	415	385	385
Professional Services	10,892	10,892	11,600	11,600	11,904	11,904
Sub-total - HR Services	**29,773**	**29,773**	**34,638**	**34,638**	**36,212**	**36,212**
O&M Sub-total	**478,557**	**545,978**	**485,723**	**555,188**	**496,706**	**566,889**
Capital						
Capital Sub-total	-	-	-	-	-	-
Total Costs	**478,557**	**545,978**	**485,723**	**555,188**	**496,706**	**566,889**
Federal Share	122,312	137,333	123,105	138,560	126,275	144,152
Provincial Share	356,246	408,645	362,618	416,628	370,431	422,737

*Due to rounding, the totals may look slightly different from the table

Equipment

Equipment costs accounted for ~13% of the total cost of policing in FY 19-20, with a cost of $89.9m (including BCAA and AFRRCS costs). Of the total equipment costs, capital purchases and disposals account for ~28%. Fleet costs, including rental of vehicles, fuel, repairs, and related costs account for another ~24% of the total costs of this category. The remaining costs include equipment used by CROPS (guns, ammunition, lab supplies, etc.) informatics equipment, and other supplies.

Exhibit 4.7: Current State Policing Costs in Alberta - Equipment

Equipment Costs Equipment CAD (in 1000's)	Historicals FY 17-18	Historicals FY 18-19	Baseline FY 19-20
Cost			
O&M			
CROPS			
Repairs - CROPS	435	577	558
Photos - CROPS	57	43	36
Clothing - CROPS	1,276	1,459	1,287
Lab Supplies - CROPS	2	0	6
Sundry - CROPS	2,849	2,780	2,571
Other - CROPS	22	18	13
Sub-total - CROPS	**4,641**	**4,878**	**4,472**
Fleet			
Rentals - Fleet	(81)	2,381	170
Fuel - Fleet	8,314	10,133	9,384
Supplies & Parts - Fleet	6,321	5,664	5,805
Repairs - Fleet	5,354	6,077	6,169
Other - Fleet	-	(8)	(34)
Sub-total - Fleet	**19,909**	**24,247**	**21,528**
Informatics			
Rentals - Informatics	1,182	1,000	1,228
Professional Services - Informatics	78	261	318
Repairs - Informatics	51	237	134
Informatics - Telecom	153	634	1,083
Informatics - Shared Services	3,133	3,133	3,133
PROS	1,429	1,875	1,965
Other - Informatics	131	54	66
Sub-total - Informatics	**6,157**	**7,193**	**7,928**
Radios			
Rentals - Radios	2	3	1
Repairs - Radios	101	90	156
Professional Services - Radios	296	263	192
Sub-total - Radios	**399**	**355**	**350**
Supplies			
Rentals - Furniture & Fixtures	541	581	433
Repairs - Furniture & Fixtures	12	10	18
Sub-total - Supplies	**553**	**591**	**451**
O&M Sub-total	**31,659**	**37,264**	**34,695**
Capital			
Purchases - CROPS	4,251	6,037	3,972
Purchases - Fleet	13,070	14,740	14,802
Disposals - Fleet	(1,064)	(2,433)	(1,446)
Purchases - Informatics	4,147	5,184	2,298
Purchases - Radios	3,271	3,584	4,693
Purchases - Furniture & Fixtures	498	525	221
Purchases - Other	1,309	1,645	832
Capital Sub-total	**25,482**	**29,282**	**25,372**
Other			
AFRRCS Costs	28,363	30,413	23,938
BCAA Costs	5,160	5,160	5,894
Other Sub-total	**33,523**	**35,573**	**29,832**
Total Costs	**90,664**	**102,119**	**89,899**
Total Costs excl. BCAA	**85,504**	**96,959**	**84,004**
Federal Share	23,364	26,340	22,852
Provincial Share	67,301	75,779	67,047

Real Estate

Real Estate costs accounted for ~5% of the total cost of policing in FY 19-20, with a cost of $32.2m. These costs include leases, repairs, utilities, professional services, furnishings, and costs associated with the Accommodation Program.

Exhibit 4.8: Current State Policing Costs in Alberta - Real Estate

Real Estate Costs Real Estate CAD (in 1000's)	Historicals FY 17-18	Historicals FY 18-19	Baseline FY 19-20
Cost			
O&M			
Leases			
Leases	11,152	10,898	12,044
Sub-total - Leases	**11,152**	**10,898**	**12,044**
Other O&M			
Repairs	1,291	1,290	1,313
Professional Services	3,278	5,343	3,957
Contaminated Sites	100	112	307
Utilities	1,751	1,923	2,070
PILT	1,346	1,437	1,432
House Furnishings	165	196	172
Sub-total - Other O&M	**7,932**	**10,302**	**9,251**
O&M Sub-total	**19,084**	**21,200**	**21,295**
Capital			
Accomodation Program	5,642	10,348	10,913
Capital Sub-total	**5,642**	**10,348**	**10,913**
Total Costs	**24,727**	**31,548**	**32,209**
Federal Share	7,591	9,645	9,859
Provincial Share	17,136	21,903	22,349

Administration

Administration costs accounted for ~5.5% of the total cost of policing in FY 19-20, with a cost of $36.7m (including ALERT corporate services). Division Administration accounts for the majority of these costs (~74%). Only relevant region and division administration costs have been included; other costs that were originally within Division Administration that were identified to fit into other cost categories (such as HR) have been moved accordingly. The remainder of costs include stationary, food, corporate administration services for ALERT, and other administrative costs.

Exhibit 4.9: Current State Policing Costs in Alberta - Administration

Administration Costs Administration CAD (in 1000's)	Historicals FY 17-18	Historicals FY 18-19	Baseline FY 19-20
Cost			
O&M			
Other O&M	-	-	-
Stationery	1,382	1,475	1,418
Food	0	-	1
Shared Services	-	-	-
Administration - Other	(46)	(59)	(55)
Division Administration	24,990	26,702	27,034
O&M Sub-total	**26,327**	**28,118**	**28,398**
ALERT O&M			
Alert Corporate Administration Services	8,400	8,600	8,300
ALERT O&M Sub-total	**8,400**	**8,600**	**8,300**
Capital	-	-	-
Capital Sub-total	-	-	-
Total Costs	**34,727**	**36,718**	**36,698**
Total Costs excl. ALERT Corporate Services	**26,327**	**28,118**	**28,398**
Federal Share	6,473	6,882	6,974
Provincial Share	19,853	21,237	21,423

Other Costs

Other costs accounted for ~2% of the total cost of policing in FY 19-20, with a cost of $16m. These costs include costs associated with custody transfer, covert operations, governance, legal, professional services, media, travel, and other miscellaneous expenses.

Exhibit 4.10: Current State Policing Costs in Alberta - Other Costs

Other Costs Other CAD (in 1000's)	Historicals FY 17-18	Historicals FY 18-19	Baseline FY 19-20
Cost			
O&M			
Custody Transfer	1,411	1,605	1,839
Covert Operations	3,414	1,944	2,162
Governance	1,472	1,676	1,751
Legal	271	275	278
Professional Services	4,114	5,448	4,565
Media	223	277	191
Travel	8,813	11,347	8,862
Miscellaneous	465	490	425
Other Adjustments	(3,500)	(4,610)	(4,447)
Other O&M	286	391	369
O&M Sub-total	**16,970**	**18,844**	**15,994**
Capital			
Capital	-	-	-
Capital Sub-total	-	-	-
Total Costs	**16,970**	**18,844**	**15,994**
Federal Share	4,635 -	5,052 -	4,296
Provincial Share	12,335 -	13,792 -	11,699

5 Current Deployment Model

Private & Confidential

5. Current Deployment Model

This chapter summarizes the K Division deployment model in Alberta for PPSA, FNPP, and ALERT deployments. Topics analyzed include organization overview, staffing groups, span of control, deployment and staffing process, staffing in emergencies and select case studies covering 3 detachments in more detail.

The RCMP did not supply equivalent information for MPSA detachments and so those deployments are discussed in less detail, using information obtained from other sources.

5.a K Division Organization Overview

The K Division is headed by a Commanding Officer, who reports to the RCMP's Commissioner. Below the Commanding Officer, the K division is organized into the following departments. For a pictorial representation of the K division's organization chart, please refer to *Supplement B1.*

Exhibit 5.1: The K Division Organizational Structure - Overview

Department	Department Head	Key Responsibilities
Criminal Operations - Contract Policing	Commander of Criminal Operations - Contract Policing	Overall Contract Policing (provincial and municipal) operations and crime reduction in Alberta
Criminal Operations - Federal Policing & Specialized Services	Commander of Criminal Operations - Federal Policing & Specialized Police Services	Federal policing operations including Integrated National Security Enforcement in Alberta, Divisional Intelligence, federal operations support, and ALERT
Division Human Resources	Division Human Resources Officer	Provision of corporate leadership and direction to the planning, development and implementation of human resources and employee services programs to meet the current and future needs of the K division
Division Administration	Division Administration Officer	Divisional Administrative services such as informatics, strategic communications, operations strategy and innovation
Protocols & Ceremonies	Sergeant Major, Protocols & Ceremonies	Administration of honours and recognition
V Division*	Commanding Officer, V Division	RCMP operations in Nunavut
G Division*	Commanding Officer, G Division	RCMP operations in Northwest Territories

(*) Indicates department is out of scope from current analysis

5.b K Division Staffing

Exhibit 5.2: K Division Authorized Strength (2020)[29] and Actual Strength (June 2020)[30]

	Authorized Strength (2020)				Actual Strength (per JSG June 2020)			
	RM	CM	PSE	Total	RM	CM	PSE	Total
Contract Policing								
PPSA	1,549	161	578	2,288	1,480	162	547	2,189
MPSA	[]	[]	[]	[]	1,314	2	5	1,321
FNPP	64	-	16	80	63	1	9	73
ALERT	129	-	24	153	149	12	29	190
Other	24	-	2	26	32	-	5	37
Contract Policing Sub-total	**1,766**	**161**	**620**	**2,547**	**3,038**	**177**	**595**	**3,810**
Internal Services / Non-Contract					-			-
Internal Division Administration	44	13	121	178	35	13	117	165
Internal Department Administration	24	-	30	54	24	-	31	55
Non-Contract Subtotal	**68**	**13**	**151**	**232**	**59**	**13**	**148**	**220**
Total	**1,834**	**174**	**771**	**2,779**	**3,097**	**190**	**743**	**4,030**

The K Division's authorized strength for Contract Policing refers to the positions that it is allowed to fill based on funding

commitments from contract partners and is jointly determined as defined in each policing agreement for a given year. The K Division's authorized strength is represented as full time equivalent positions. For the PPSA, this is agreed between the Minister for Justice and Solicitor General and Commanding Officer. For MPSAs this is determined between the municipality Chief Executive Officer and the Member in Charge.

As displayed in Exhibit 5.2, excluding the MPSA, the K Division has an authorized strength of 2,547 Contract Policing resources and 232 Division and Department Administration FTEs[31]. The K Division's authorized strength is further complemented by 20,000+ Volunteers[32].

The K Division's actual strength refers to positions filled with active employees as of June 30, 2020. The JSG was able to provide PwC with MPSA data for actual strength, however this has not been validated with the RCMP.

Actual strength differs from authorized strength as it adjusts for long term leave, vacancies and redeployment. Actual strength may be higher than authorized strength in some cases if the RCMP pre-emptively fills positions to cover for members and employees that are expected to go on long term leave or be relocated in a particular year.

The positions comprising the K Division's actual strength are as follows:
- 3,097 regular members, including Special Constables and Police Dog Teams
- 190 civilian members
- 743 public service employees

Regular Members (incl. Special Constables and Police Dog Teams)

Exhibit 5.3: K Division Regular Member Actual Strength (June 2020)[33]

Contract / Internal Services	Actual Regular Members (Positions as of June 2020)
Contract Policing	
PPSA	1,480
MPSA	1,314
FNPP	63
ALERT[34]	149
Other	32
Sub-total	**3,038**

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[29] APPS - HR.4; Represented as full-time equivalents, rounded up to the nearest whole number - *Provided by RCMP*
[30] K Division Resource Report; Represented as positions as on June 30, 2020 - *Provided by JSG*
[31] FTEs have been rounded up to the nearest whole number - *PwC Notes*
[32] APPS - Volunteers - Final - 2020-11-17 - *Provided by RCMP*
[33] K Division Resource Report; Represented as positions as on June 30, 2020 - *Provided by JSG*
[34] Includes only RCMP secondees - *PwC Notes*

Internal Services	
Internal Division Administration	35
Internal Department Administration	24
Sub-total	59
Total	3,097

As of June 2020, the K Division has 3,097 regular members (including Special Constables and Police Dog Teams).

Regular members perform regular policing duties described in Section 18 of the *RCMP Act* or apply Peace Officer experience and expertise to operational matters, develop and interpret law enforcement policy, or policy affecting members' careers and benefits.

Exhibit 5.4: RCMP Regular Member Responsibilities
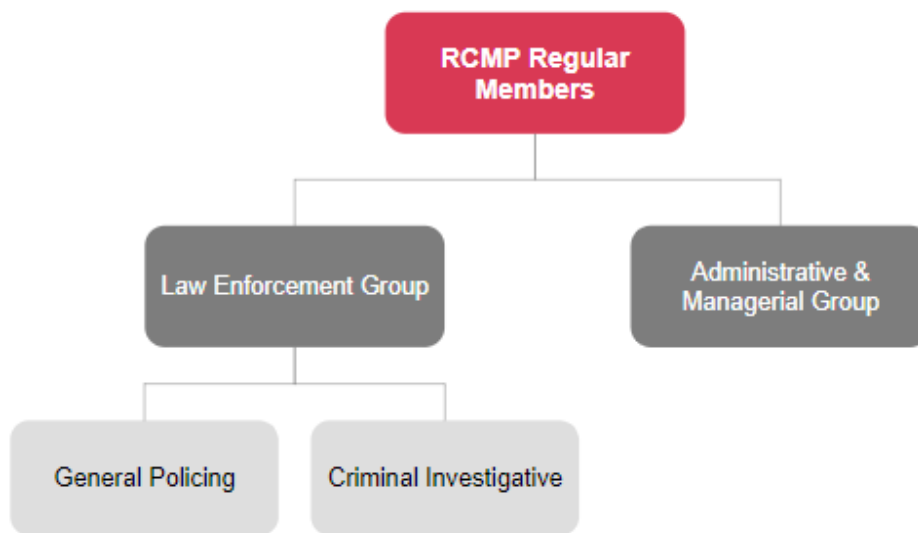
Regular members are divided into 2 occupational groups as seen in *Exhibit 5.4* above:
- Law Enforcement Group responsible for general policing and criminal investigations
- Administrative & Managerial Group responsible for administrative duties

Regular members in the RCMP are ranked from Constable through Commissioner. Please refer to *Supplement B*2 for a complete list of Regular Member ranks.

For the purposes of this analysis, Special Constables and Police Dog Teams have been classified as regular members. There are 8 Special Constables and 12 Police Dog Teams that support the K Division within the PPSA. Special Constables perform prisoner escort duties and piloting duties for the K Division's Air Services. The RCMP plans to transfer prisoner escort positions to frontline Regular Member positions. Please refer to Section 9.g (ii) for more information on the Police Dogs program.

Occasionally, the K Division has certain Surplus to Establishment (STE) Regular Member positions in addition to the positions listed above. These positions are in excess of the number of positions that Alberta approves each year as in some cases the RCMP will have more employees in a location than approved positions. STEs are deployed for various reasons, including delayed transfers, expected maternity or paternity leaves, unforeseen medical leaves or other situations that may result in absences. STE positions are also created in various areas that are surplus to the numbers the RCMP forecasts every year, as the RCMP believes these positions are a necessity in order to complete specific functions across the province. STE positions are "pressure funded", i.e. they are funded by offsetting funding from other areas.

Civilian Members

Exhibit 5.5: K Division Civilian Member Actual Strength (June 2020)[35]

Contract / Internal Services	Actual civilian members (Positions as of June 2020)
Contract Policing	
PPSA	162
MPSA	2
FNPP	1
ALERT[36]	12
Other	-
Sub-total	**177**
Internal Services	
Internal Division Administration	13
Internal Department Administration	-
Sub-total	**13**
Total	**190**

As of June 2020, the K Division has 190 civilian members. Civilian members support law enforcement activities and the development and interpretation of law enforcement policies. Civilian members require specialized qualifications or training in order to perform their roles.

Key responsibilities of civilian members include:
- Administration
- Education services
- Economics & social science services
- Telecommunications operations
- Aircraft maintenance
- IT support

Roles within each of the above areas are ranked into different levels. For a complete listing of the K Division civilian member levels, please refer to *Supplement B3.*

Public Service Employees

Exhibit 5.6: K Division Public Service Employee Actual Strength (June 2020)[37]

Contract / Internal Services	Actual Public Service Employee (Positions as of June 2020)
Contract Policing	
PPSA	547
MPSA	5
FNPP	9
ALERT[38]	29
Other	5

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[35] K Division Resource Report; Represented as positions as on June 30, 2020 - *Provided by RCMP*
[36] Includes only RCMP secondees - *PwC Notes*
[37] K Division Resource Report; Represented as positions as on June 30, 2020 - *Provided by RCMP*
[38] Includes only RCMP support - *PwC Notes*

Sub-total	595
Internal Services	
Internal Division Administration	117
Internal Department Administration	31
Sub-total	148
Total	743

As of June 2020, the K Division has 743 public service employees. There are additional public service employees that are federally funded that provide support to K Division's shared services and specialized policing functions.

Public service employees provide administrative, technical and professional support service to RCMP members, or develop, interpret or apply policies required for RCMP administrative management. Public service employees are hired under the terms and conditions of the Public Service Employment Act.

Key responsibilities of public service employees include:
- Program & administrative services
- Operational services
- Education & library services
- Technical services
- Computer system services
- Financial management services
- Audit, commerce and purchasing services
- Health services
- Economics and social sciences services
- Applied science and patent examination services

Roles within each of the above areas are ranked into different levels. For a complete listing of the K Division Public Service levels, please refer to *Supplement B4*.

Volunteers

Exhibit 5.7: RCMP Alberta Volunteers by Group

Group	# of Volunteers (as on November 2020)
Rural Crime Watch	~16,000
Alberta Citizens on Patrol Association	~2,500
Victim Service Units	1,361
Auxiliary Constable Program*	142
Total	~20,003

* At the time of this report, the Auxiliary Constable Program is being finalized between the RCMP and Government of Alberta

There are approximately 20,000 volunteers that support RCMP programs throughout Alberta. *Exhibit 5.7* above provides a breakdown of volunteers by the following groups:
- Rural Crime Watch - The Rural Crime Watch was established to provide additional "eyes and ears" for the RCMP where volunteers organize vehicle patrols in an effort to identify and record suspicious vehicle and human activity in rural Alberta. This group also focuses on promoting crime prevention through awareness, education and encouraging the reporting of suspicious activities.
- Alberta Citizens on Patrol Association (ACOPA) - ACOPA's mission is to build safer communities by mobilizing citizens throughout Alberta to participate in a community-based crime prevention initiative in cooperation with their local law enforcement agencies. ACOPA assists the ~67 Citizen on Patrol (COP) groups in Alberta by providing general liability and optional accidental death and dismemberment insurance to COP groups, supplies provincial identifier cards to security cleared members, assists with training and provides resources to member groups.
- Victim Service Units - Victim services units support victims of crime in partnership with the RCMP, municipal police services and community-based programs.
- Auxiliary Constable Program - The Auxiliary Program was introduced by the RCMP in 1963 to enhance community policing and crime prevention initiatives. In 2018, the RCMP implemented a new model of this program that includes 3 tiers (noted below). A Memorandum of Understanding is still being finalized between the Government of Alberta and the RCMP, and once finalized this program will resume in the new format as listed below.

- Tier 1: Provides RCMP Auxiliaries an opportunity to participate in community policing services, such as watch programs, public education initiatives, non-enforcement support to operations, community fundraising events and participation in parades and public ceremonies. Tier 1 Auxiliaries will perform these activities under the general supervision of an RCMP employee and will not be given Peace Officer status.
- Tier 2: Includes all of the activities listed in Tier 1 with the addition of community presence via foot and bicycle, access and traffic control, and disaster assistance. Tier 2 does not include general duty activities (operational patrols). These Auxiliaries will be under the close supervision of an RCMP police officer and will have Peace Officer status.
- Tier 3: Includes activities from Tier 1 and Tier 2 with the addition of general duty patrol, attending calls, check stops, scene security and searches of persons. Tier 3 Auxiliaries will be under the direct supervision of an RCMP police officer and will have Peace Officer status.

5.c Span of Control:

Span of Control refers to the number of subordinates that a supervisor has. Within the K Division, the span of control varies by the type of resource and role.

5.c (i) Regular Members

There are 2 Regular Member occupational groups that are recognized in the classification standards:

- The Law Enforcement group, which contains 2 distinct sub-groups:
    - General Policing and
    - Criminal Investigative
- The Administrative and Managerial group

Senior Executive ranks are determined in accordance with the Hay job evaluation plan, a job performance evaluation method that uses the following four factors: knowledge, problem solving, accountability and working conditions. A job is evaluated by looking at the knowledge required to do the job, the kind of thinking required to solve the problems which the job commonly faces, the responsibilities assigned, and the work environment in which the work is performed.

Law Enforcement Group

Exhibit 5.8: Average Span of Control for K Division's Law Enforcement Group
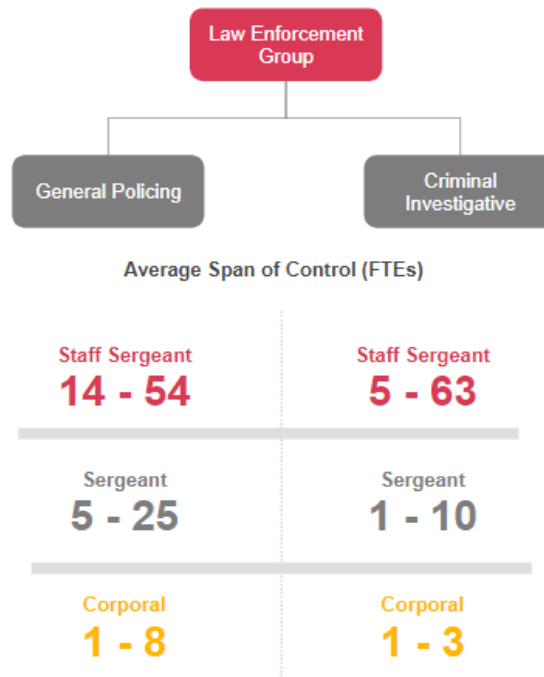
General Policing

The K Division has target minimum standards when it comes to the span of control. Detachments with up to 66 positions have a target minimum Corporal to Constable ratio of 1:4 and detachments with 67 or more positions have a minimum Corporal to Constable ratio of 1:5[39]. Actual spans of control may exceed the targets when supervisor positions are vacant due to long term leave, reassignment or promotion.

The rank of Detachment Commanders is determined by the number of FTEs under their control. Detachments of 55 to 139 FTEs are led by an Inspector, while detachments at 140 or more FTEs have a Superintendent Detachment Commander role.

The average span of control for the K Division's regular members depends on the occupational sub-group that the Member serves in i.e. General Policing or Criminal Investigative as seen in *Exhibit 5.8*. Current averages appear higher than target minimum standards.

Criminal Investigative Officers

Criminal Investigative Sergeants and Corporals tend to have narrower spans of control when compared to General Policing Sergeants and Corporals on account of the more complex and time-consuming duties.

Administrative and Managerial Group

Positions allocated to the Administrative and Managerial group, which has a point rating classification plan, do not tend to be subject to a specified number of subordinate positions. Administrative and Managerial group positions ("Administrative Operations") exist at the larger general policing detachments and larger investigative sections, as well as in district and division HQ structures.

Most of the staff are civilian personnel and many of the Regular Member positions in the administrative category have been reserved with specific medical profiles to accommodate regular members who may not be able to perform regular police duties.

5.c (ii) Public Service Employees

The span of control ratios for public service employees depend on the role and type of job. There do not tend to be a specified number of subordinates for each role in this category. An informal agreement between Alberta and the RCMP determines that 1 Public Service Employee will be funded for every 4 regular members. The K Division has requested that the Government of Alberta revise this staffing ratio to one Public Service Employee for every 3 regular members. It is expected that this new ratio will be implemented over the next 3 years[40].

5.d Deployment & Staffing Process[41]

The deployment of resources is determined by the RCMP's Human Resources Committee (HRC). For the PPSA, the K Division provides the HRC with deployment recommendations based on a workload analysis model.

The model evaluates a weighted average of the historic number of calls for service in each detachment to arrive at the number of Uniformed First Responders (UFRs) required to answer front line calls for service. A General Duty Constable will always count as one UFR, whereas more senior General Duty roles (Corporal, Sergeant, etc.) are typically counted as 0 - 0.5 UFR since these senior roles have non UFR responsibilities.

Once the UFRs required have been calculated, it is then adjusted for the time spent in mandatory training, breaks, vacation time, sick leave and special leave to arrive at the number of regular members at each detachment. The average UFR is available for 1,674 hours per year. Further, 30% of this available time should be spent on proactive duties (i.e. not responding to calls for service, but performing proactive patrols, school visits, community events, etc.).

While the above process is also used to determine the deployment levels of some MPSAs, municipalities tend to use a combination of standards such as the Crime Severity Index, Criminal Code Cases per member and number of members per 1,000 population to determine the overall deployment level of members in their municipalities.

5.e Emergencies & Special Events

Article 9.0 of the PPSA and MPSA deal with staffing during emergencies and special events.

Provisions exist for the Minister for JSG to request additional resources to the extent necessary. Resources may be redeployed from other PPSA areas and if necessary, from MPSA areas and other RCMP Divisions. In addition, up to 10% of members may be deployed to respond to provincial or federal emergencies outside of Alberta. Costs under these arrangements are charged or credited at the cost sharing ratio in the relevant contract.

Similar provisions exist for managing major and special events. In the case of major events of national significance, the federal government is responsible for all costs of redeployment.

The most recent examples of *Article 9* being applied are during the 2016 Fort McMurray and 2019 Northern Alberta wildfires, when the RCMP redeployed resources in Alberta to help mitigate these emergencies.

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[39] APPS - Span of Control - Final - 2020-11-11 - *Provided by RCMP*
[40] APPS - HR - PS Staffing - Final - 2020-11-27 - *Provided by RCMP*
[41] APPS - HR - RM CM Staffing - Final - 2020-12-04 - *Provided by RCMP*

5.f Case Studies

This section provides an overview of 3 detachments to further illustrate how resources are deployed in Alberta. The 3 detachments described in these studies are Wood Buffalo, Brooks and Peace River detachments, contrasting rural detachments in the north and south of the province with a larger municipal detachment.

5.f (i) Wood Buffalo

Wood Buffalo is a large post-concept detachment composed of resources funded by the PPSA and an MPSA with the regional municipality of Wood Buffalo. There is also an ALERT unit located in Wood Buffalo and a number of specialized units as outlined in the table below.

Wood Buffalo encompasses the city of Fort McMurray and an extensive surrounding area including other communities and rural areas. Officers frequently respond to calls in the Conklin area, which is 1hr 45minutes drive from Fort McMurray. The detachment also includes a unit of 6 officers assigned to Fort Chipewyan, a community accessible only by plane or boat in the summer and by winter road, which is home to a number of First Nations and Métis residents.

The detachment has 4 watches of ~23 officers each, providing general duty policing on a 24/7 basis. These officers are first responders and determine whether a new file can be investigated by themselves or requires specialist support or leadership. The average general duty constable is responsible for 67 active investigations, including court tasks.

As a snapshot, here is a breakdown of the files being carried by the detachment in November 2020:

Exhibit 5.9: Files Carried at Wood Buffalo (as of November 2020)

Unit	Active Files	# Members	Average caseload
General duty	4631	69	67
Municipal Drugs	98	5	20
Criminal Intelligence	37	2	19
Child Interview Coordinator	2	1	2
Crime Reduction Unit	271	5	54
Domestic Violence Assistance Team	21	3	7
Administration	32	2	16
Forensic Identification Section	1	2	1
General Investigation Section	237	12	20
Media and Community Policing/VS	39	2	20
Municipal Traffic	254	4	64
Police Dog Services	10	2	5
Total	5633	109	295

5.f (ii) Brooks

Brooks is a small city in southeast Alberta between Calgary and Medicine Hat. The Brooks detachment combines resources assigned under the PPSA and MPSA that collaborate and support one another. The detachment is responsible for a large geographical area covering several small communities and rural areas, up to 1 hour driving time from the detachment HQ.

The majority of the detachment is made up of general duty officers and supervisors providing 24/7 coverage, supported by a 2-person General Investigation Section (GIS), handling more serious and complex crimes.

As a snapshot, here is a breakdown of the files being carried by general duty members as of December 2020, at an average of 17 files per member:

Exhibit 5.10: Files Carried by General Duty Members, Brooks (as of December 2020)

Classification	Proportion
Persons Crimes	22%
Property Crimes	12%

Other Criminal*	20%
Other non-criminal^	47%

*Includes impaired driving, fail to comply with conditions, causing a disturbance, fraud and weapons offences
^include vehicle collisions, traffic investigations, mental health calls, assist general public, assist other agencies and compliance checks

In addition, GIS held 7 open files, including weapons, drugs, theft, missing persons and intimate images cases.

5.f (iii) Peace River

Peace River is a town in northwest Alberta, approximately 500km northwest of Edmonton. The Peace River detachment combines resources assigned under the PPSA and MPSA as well as 2 CTAs supporting First Nations in the detachment's jurisdiction. The detachment serves a large rural area outside of the municipality, including the community of Little Buffalo over 100km from the detachment HQ.

The detachment has 26 front line police officers, supported by 2 GIS officers. Front line officers are organized into 4 watches, each led by a Corporal. Of the 4 watches, 3 provide 24/7 policing coverage on a 12-hour shift system.

The fourth watch consists of positions that fall under the 2 CTAs between the federal and provincial governments, as well as the 2 First Nations in the detachment's jurisdiction. The members in these positions provide an enhanced police presence within the Indigenous communities the detachment serves. Additionally, one First Nations community has funded their own Enhanced policing position, which also falls under this fourth watch. The mandate of the CTA members is to spend the majority of their time in the Indigenous communities, to provide proactive, preventative programming that sees them present in schools and working closely with the community and Chiefs and Council, to meet the Nation's needs.

This watch supplements the policing services provided by the three other primary response watches and does not provide 24-hour coverage.

The average caseload per member in the detachment is 19, this includes an average of 8 active court tasks and 11 open files as the lead investigator. CTA members typically carry a lower-case load per member, reflecting their increased proactive policing responsibilities. Caseloads also vary by the experience level of the member. The majority of new, non-supervisory members seen at Peace Regional Detachment arrive from the Depot Training Academy as their first posting.

As a snapshot, here is a breakdown of the files being carried by general duty members as of November 2020, at an average of 11 files per member:

Exhibit 5.11: Files Carried by General Duty Members, Peace River (as of November 2020)

Classification	Proportion
Persons Crimes	32%
Property Crimes	33%
Other Criminal*	13%
Other Non-Criminal^	22%

*Includes impaired driving, fail to comply with conditions, causing a disturbance, fraud and weapons offences
^include vehicle collisions, traffic investigations, mental health calls, assist general public, assist other agencies and compliance checks

5.f (iv) Case Study Comparison

The following information is summarized to provide a direct comparison across the 3 detachments:
1. **Type of Detachment:** The case study detachments are all "Post Detachment" meaning municipal and provincial resources work together, with slight nuances in the way resources from municipal and provincial agreements collaborate with each other.
2. **Organization Strength:** The number of FTEs at each detachment and the number of General Duty Member / Patrol Officers / Front line Constables
3. **Police Service Model:** Provides an overview of the number of teams and their structure at each detachment
4. **Average Caseload**: This includes active investigations and active Court tasks. An active investigation is defined as a file that the Member continues to investigate and work on and can be at various stages from "start of" to "near completion" of the investigation.

   Court tasks arise from investigations that have resulted in 1 or more persons charged and the file remains before the Courts, however, additional investigation may be required through the court process.

   File load is only one aspect of actual workload as certain police activities may not be captured in files such as crime reduction initiatives, establishing and building relationships with the communities, traffic operations and crime reduction operations with partnering agencies, etc.

5. **% of criminal and non-criminal investigations:** Criminal cases include; "Person Crimes" such as domestic assaults, assaults with weapons, threats and kidnapping, "Property Crimes" such as break and enters, possession of stolen property and "Other Criminal" such as impaired driving, causing disturbance, fraud, etc. Non-Criminal crimes include traffic investigations, vehicle collisions, mental health calls, etc.

6. **Average Response Times:** The response times are based on when a file is created by the Dispatcher to when the Member advises the Dispatcher that they have arrived at their call destination.

Responses times within each detachment can vary considerably as a wide range of communities of varying distances are serviced by each detachment along with other considerations such as if a call comes in during a shift change. Response times are provided by Priority which are defined as:

   a.   Priority 1 calls: Most urgent and likely life threatening.
   b.   Priority 2 calls: Semi-urgent, non-life threatening, but may become urgent.
   c.   Priority 3 and 4 calls: Considered non-urgent.

Exhibit 5.12: Summary of Case Study Comparisons - Wood Buffalo, Brooks, and Peace River

	Wood Buffalo (Population 71,589)	Brooks (14,451)	Peace River (6,842)
Type of Detachment	**Post Detachment** Municipal and provincial assigned members are co-located and scheduled on the Watch system together. Provincial members carry rural files while municipal members carry municipal files 1 ALERT unit on site	**Post Detachment** Municipal and provincial assigned members work together on same schedule watches Members respond regardless of location of call for service	**Post Detachment** Municipal and provincial assigned members work together on same schedule watches Members respond regardless of location of call for service
Organization Strength	Total Staff: 271.5 including 70.5 municipal employees 69 General Duty Members	Total Staff: 38 29 regular members of which 23 General duty / Patrol Officers	Total Staff: 38 22 front line Constables directly supervised by four Watch Commanders
Police Service Model	Four watches with each watch consisting of: ● 1 Staff Sergeant Watch Commander, ● 1 Sergeant Senior Investigator/Supervisor ● 3 Corporal Supervisors ● 18-19 Constables 24 x 7 service	Four watches with each watch consisting of: ● 1 Corporal Supervisor ● 4-5 Constables 24 x 7 service	Four watches with each watch consisting of: ● 1 Commander ● 5-6 Constables 3 watches provide 24 x 7 coverage and provide police response to calls The fourth watch, supports 2 Community Tripartite Agreements (CTAs)
Average Caseload	67 active investigations per General Duty Constable	17 active investigations per Member	19 active investigations per Member
% of criminal and non-criminal investigations	Criminal: 75% Non-Criminal: 25%	Criminal: 54% Non-Criminal: 46%	Criminal: 78% Non-Criminal: 22%
Average Response Times (in minutes)	**Municipal (urban):** Priority 1: 13.8 Priority 2: 16.8 Priority 3: 26.1 Priority 4: 21.2 **Provincial (rural):** Priority 1: 37.2 Priority 2: 45.8 Priority 3: 56.3	**Municipal (urban):** Priority 1: 7.8 Priority 2: 13.4 Priority 3: 17.9 Priority 4: 34.4 **Provincial (rural):** Priority 1: 11.6 Priority 2: 30.1 Priority 3: 37.1	**Municipal (urban):** Priority 1: 11.2 Priority 2: 17.2 Priority 3: 25.0 Priority 4: N/A **Provincial (rural):** Priority 1: 31.9 Priority 2: 49.6 Priority 3: 54.5

6 Compensation & Benefits

6. Compensation & Benefits

This chapter summarizes the key Human Resource considerations impacting the K Divisions' regular members (RM), civilian members (CM) and public service employees (PSE).

6.a Collective Bargaining Agreements

6.a (i) Regular Members & Special Constables

The *National Police Federation (NPF)* is the sole bargaining agent for all RCMP members and Reservists below the rank of Inspector[42], and was founded in 2016. The NPF represents ~20,000 RCMP members across Canada. The NPF was officially certified and recognized as the only bargaining agent in 2019 and negotiations recently concluded with the federal government on a new collective bargaining agreement.

6.a (ii) Civilian Members & Public Service Employees

Exhibit 6.1: Key Unions Representing CMs and PSEs

Union	Types of Roles Covered	Number of Civilian Position Members[43]	Public Service Employee Position Members[44]
Public Service Alliance of Canada (PSAC)	PA - Program and Administrative Services SV - Operational Services EB - Education and Library Science TC -Technical Services	-	681
Canadian Union of Public Employees (CUPE)	Telecom Operators and Communications Services	95	90
Professional Institute of the Public Service of Canada (PIPSC)	CS - Computer Systems AV - Audit, Commerce and Purchasing SP - Applied Science and Patent Examination SH - Health Services	61	22
Canadian Association of Professional Employees (CAPE)	EC - Economics and Social Science Services	15	21
Association of Canadian Financial Officers (AFCO)	FI - Financial Management Group	-	4
Total		**171**	**818**

Certain K Division and Specialized Police Service civilian members & public service employees fall into 1 of 6 different unions based on their occupational group and role. As shown in the table above, 171 civilian member and 818 public service employee positions are unionized. The above list includes divisional and Northwest Regional positions that support the K division. The Northwest Region includes Alberta, Saskatchewan, Manitoba, Northwest Territories and Nunavut.

For unionized positions, statutory and supplemental employee benefits, compensation plans, and policies are governed by their respective collective agreements.

Some civilian members & public service employees roles are not unionized. The terms and conditions of these positions are governed by the respective employment contracts. Non-unionized positions include positions in the ~3 Executive Group (EX) and ~32 Personnel Administration Group (PE).

6.b Salaries

Employees of the RCMP are compensated according to the standardized rates of pay depending on their rank and years of experience. The rates of pay are defined by the federal government.

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[42] https://npf-fpn.com/who-we-are/ - *PwC Secondary Research*
[43] RCMP RM/CM HR.13, excludes STE.- *Provided by RCMP*
[44] RCMP PSE HR.13, includes PSEs supporting Divisional and Regional administration - *Provided by RCMP*

6.b. (i) Regular Members & Special Constables

The K Division's regular members & Special Constables from Cadet Trainee through Chief Superintendent are compensated according to their position and experience per the RCMP rates of pay listed in *Exhibit 6.2* below.

Exhibit 6.2: RCMP Rates of Pay for Regular Members

RCMP Rank	Base Pay (annual unless stated)
Regular Members	
Recruitment Allowance during Cadet Training Program	$525 per week for 26 weeks
Constable (upon graduation)	$53,144
Constable (6 months service)	$69,049
Constable (12 months service)	$74,916
Constable (24 months service)	$80,786
Constable (36 months service)	$86,110
Corporal (top step)	$94,292
Sergeant (top step)	$102,775
Staff Sergeant (top step)	$112,028
Inspector (top step)	$132,194
Superintendent (top step)	$146,735
Chief Superintendent (top step)	$146,900
Special Constables	
Aircraft Maintenance Engineer - AME-01 (top step)	$94,292
Fixed Wing Pilot - FWP-04	$109,456
Pilots - PT-01 (top step)	$100,099
Pilots - PT-02 (top step)	$109,456
RPS-02	$69,141

Constables, Corporals, Sergeants, and Staff Sergeants are eligible for overtime pay[45].

The RCMP's rates of pay were last updated in April 2016[46]. The RCMP's union, the NPF and the federal government recently concluded negotiations to increase Regular Member salaries from those shown above[47]. In contrast, the rates of pay for police officers serving in the 7 independent Albertan municipal police services have all been increased in 2019 and 2020.

As a further comparison, the base salary for the top class of Constables serving in the 7 independent Albertan municipal police services is 15 - 24% higher than the base salary of the equivalent RCMP position (see *Exhibit 6.3* below).

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[45] RCMP Website https://www.rcmp-grc.gc.ca/en/Regular-Member-annual-rates-pay - *PwC Secondary Research*
[46] RCMP Website https://www.rcmp-grc.gc.ca/en/regular-member-annual-rates-pay - *PwC Secondary Research*
[47] Government of Canada reaches first collective agreement for RCMP members and reservists https://www.canada.ca/en/public-safety-canada/news/2021/06/government-of-canada-reaches-first-collective-agreement-for-rcmp-members-and-reservists.html - *PwC Secondary Research*

Exhibit 6.3: Comparison of Top-Class Constable Salaries in Alberta[48]

Service	Constable Salary (Top Class)	Comparison with RCMP Average Constable Pay	Year Effective
Calgary police service	$107,162	24%	2020
Medicine Hat police service	$104,924	22%	2020
Edmonton police service	$104,691	22%	2019
Camrose police service	$100,901	17%	2020
Lethbridge police service	$99,444	15%	2019
Lacombe police service	$99,313	15%	2020
Taber police service	$99,079	15%	2020
RCMP	$86,110	0%	2016

6.b. (ii) Civilian Members

The K Division's civilian members are compensated according to their position and experience per the RCMP rates of pay listed in *Supplement C1.* The compensation of civilian members ranges from ~$51k for Clerks to ~$116k for Economics & Social Science Positions.

While the salary range for the K Division's civilian members is wider than the range for similar positions in the Calgary police service, direct comparison of roles is challenging and further analysis is required to compare salaries across these services.

Exhibit 6.4: Comparison of Select RCMP and Calgary Police Service Civilian Member Positions[49]

Function	RCMP	Calgary Police Service
Administration Support	$62- 96k	$47 - 93k
IT / Computer Personnel	$86 - 103k	$58 - 135k

Certain civilian member roles are eligible to receive overtime and performance pay in accordance with the policies laid out in the respective collective bargaining agreements that these employees come under.

6.b. (iii) Public Service Employees

The K Division's public service employees are compensated according to their position and experience per the Rates of Pay listed in *Supplement C2*. Certain positions receive hourly pay rates, while others are salaried.

Some Public Service Employee roles are eligible to receive overtime pay in accordance with the policies laid out in the respective collective bargaining agreements.

6.c Key Benefits

6.c (i) Regular Members & Special Constables [50]

PwC was not provided with data pertaining to the benefits received by regular members and Special Constables. The below analysis was conducted using secondary research that has not been validated by the RCMP.

Pensions

In addition to the *Canada Pension Plan (CPP),* members of the RCMP are eligible for enrolment in the *Royal Canadian Mounted Police Pension Plan* governed by the *Royal Canadian Mounted Police Superannuation Act*. As per the March 31 valuation, over 22,000 RCMP members are enrolled in this plan[51].

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[48] Calgary Police Compensation Disclosure, Edmonton Police Service Website, Taber Police Service Website, Collective Bargaining Agreement between the City of Medicine Hat and the Medicine Hat Police Department, City of Lethbridge Salary Disclosure, Camrose Police Website, HRR Reporter, PwC Analysis - *PwC Secondary Research*
[49] Calgary Police Compensation Disclosure, RCMP Rates of Pay, - *PwC Secondary Research*
[50] https://www.rcmp-grc.gc.ca/en/salary-and-benefits- - *PwC Secondary Research*
[51] Police Service Pension Plan and RCMP comparisons conducted by JSG - *Provided by JSG*

The closest comparable plan in Alberta is the *Special Forces Pension Plan (SFPP)* where Alberta's independent municipal police service's officers are eligible to enrol. An MOU exists between the SFPP Corporation and the Minister of Public Safety and Emergency Preparedness that enables a pension transfer between SFPP and RCMP plans. Upon initiating a transfer, accrued credits can be retained in the original plan or transferred to the new plan. There are, however, some differences between both plans including:

- **Participation**: RCMP has 5x the number of officers in its pension plan compared to SFPP
- **Vesting**: RCMP vesting period is 2 years vs. 5 years in the SFPP
- **Retirement Age**: RCMP retirement age is 60, vs. SFPP is 55
- **Early Retirement**: SFPP does not have early retirement reductions, whereas the RCMP charges 5% per annum
- **Contribution**: RCMP's member contribution rate (9.53% up to the Year's Maximum Pension Earnings (YMPE) and 11.72% above the YMPE) is lower than SFPP's (13.45%)
- **Employer Contribution**: SFPP employment contribution rate is 14.55%, whereas the federal government pays servicing costs and covers shortfalls for the RCMP Pension Plan

For a detailed comparison between the RCMP Pension Plan, the SFPP and other public service pension plans, please refer to *Supplement C3.*

Health & Dental & Other Insurance[52]

All the K Division regular members & Special Constables are covered under Alberta's provincial health plan. RCMP regular members are eligible for RCMP Supplemental Health Care Benefits, which provide regular members & Special Constables with coverage for supplementary health and dental services. In addition, eligible members may receive coverage for Occupational Health Care Benefits. Both types of benefits are available at no cost to eligible members.

The Public Service Dental Care Plan (PSDCP) provides the dependents of regular members & Special Constables with coverage, up to certain limits, for dental service and supply expenses. Coverage under the PSDCP begins after three months of continuous employment.

The Public Service Health Care Plan (PSHCP) provides supplementary health care coverage for the dependents of regular members & Special Constables.

RCMP Group Life, Accidental Death and Dismemberment and Disability insurance plans are offered to regular members & Special Constables. The Group Life Insurance Plans are administered by Morneau Shepell on behalf of the RCMP.

Paid Time Off

Paid time off days are accumulated per years of service as listed below:

- 0 to 5 years of service = 15 days per year
- 5 to 10 years of service = 20 days per year
- 10 to 22 years of service = 25 days per year
- 23+ years of service = 30 days per year

Unpaid Time Off

All the K Division regular members & Special Constables may apply for leave without pay (LWOP) for up to 5 years for the following purposes:

- Education
- Spousal relocation
- Care and nurturing of preschool-aged children
- Personal needs

Maternity and Parental Leave

Maternity allowance lets female members receive 93% of their weekly rate of pay for a maximum of 17 weeks, and a parental allowance grants all police officers 93% of their weekly rate of pay for a maximum of 37 weeks. Both allowances require that certain conditions are met and leave without pay options are also available.

Death During Service

A special benefit is provided through the *Survivor Income Plan (SIP)* to the beneficiaries of an active Regular Member killed in the performance of their duty. Further, Veterans Affairs under the federal government provides beneficiaries with a tax-free benefit in the event of a duty related death.

6.c (ii) Civilian Members

PwC was not provided with data pertaining to the benefits received by civilian members. The following analysis was conducted using secondary research that has not been validated by the RCMP.

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[52] http://rcmp-grc.pension.gc.ca/rtr/rnsrgm/rgmass-insrben-eng.html - *PwC Secondary Research*

Private & Confidential

Pensions

In addition to the CPP, members of the RCMP are eligible for enrolment in the Royal Canadian Mounted Police Pension Plan governed by the *Royal Canadian Mounted Police Superannuation Act*.

Health & Dental & Other Insurance[53]

All the K Division civilian members are covered under Alberta's provincial health plan. RCMP civilian members and their dependents are eligible for supplemental health care benefits through the *Public Service Health Care Plan (PSHCP)*.

Both types of benefits are available at no cost to eligible members with limitations as outlined in the RCMP Benefits Grid.

The Public Service Dental Care Plan (PSDCP) provides civilian members and their dependents with coverage, up to certain limits, for dental service and supply expenses. Coverage under the PSDCP begins after 3 months of continuous employment.

RCMP Group Life, Accidental Death and Dismemberment and Disability insurance plans are offered to civilian members. The Group Life Insurance Plans are administered by Morneau Shepell on behalf of the RCMP.

Paid Time Off

Paid time off days are accumulated per years of service as listed below:

- 0 to 5 years of service = 15 days per year
- 5 to 10 years of service = 20 days per year
- 10 to 22 years of service = 25 days per year
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Unpaid Time Off

All the K division civilian members may apply for leave without pay (LWOP) for up to 5 years for the following purposes:

- Education
- Spousal relocation
- Care and nurturing of preschool-aged children
- Personal needs

Maternity and Parental Leave

Maternity allowance lets female members receive 93% of their weekly rate of pay for a maximum of 17 weeks, and a parental allowance grants all police officers 93% of their weekly rate of pay for a maximum of 37 weeks. Both allowances require that certain conditions are met and leave without pay options are also available.

6.c (iii) Public Service Employees

While paid time off and compensation vary based on the collective agreement or employment contract under which public service employees are covered, all other statutory/supplemental employee benefits are the same for public service employees regardless of the collective agreement they are part of.

Pensions[54]

The Public Service Pension Plan is governed by the *Public Service Superannuation Act (PSSA)*. The pension plan provides employees payment of a lifetime pension payable until death and a temporary bridge benefit payable until age 65. Employees that retire before age 65 will also receive a bridge benefit, which is a temporary benefit that helps "bridge" the employee's pension until age 65 when the CPP unreduced retirement benefit is expected to begin.

Health, Dental & Other Insurance[55]

The *Public Service Health Care Plan (PSHCP)* applies to all public service employees with the exception of those in the EX and PE groups and is designed to supplement the provincial/territorial health insurance plan for supplementary coverage. The plan is administered by Sun Life Financial and reimburses 80% of eligible expenses or of stated maximums, if any. Eligible expenses include:

- Prescription drugs
- Vision care
- Medical practitioners
- Dental treatment
- Other services and supplies (ex. ambulance, hearing aids, orthotics)
- Out-of-province emergency medical expenses (reimbursed at 100%)
- Out-of-province referral benefit (for medical services not available in the province or territory)
- Hospital provision (reimbursed at 100%)

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[53] http://rcmp-grc.pension.gc.ca/rtr/rnsrgm/rgmass-insrben-eng.html - *PwC Secondary Research*
[54] https://www.canada.ca/en/treasury-board-secretariat/services/pension-plan/plan-information/public-service-pension-glance.html - *PwC Secondary Research*
[55] https://www.canada.ca/en/treasury-board-secretariat/services/benefit-plans/health-care-plan/public-service-health-care-plan-glance.html - *PwC Secondary Research*

EX and PE group employees are covered under the *Public Service Management Insurance Plan (PSMIP)*[56] which includes a mandatory long-term disability plan and optional Life insurance.

The Public Service Dental Care Plan is the mandatory dental services plan for federal public service employees and their eligible dependents.

Paid Time Off

As aforementioned, paid time off varies for Public Sector Employees based on the terms and conditions of their respective collective bargaining agreements and employment contracts.

Maternity and Parental Leave[57]

Public service employees are entitled to 52 weeks of combined maternity and parental leave following the date of the child's birth. For parental leave not following maternity leave, employees are entitled to up to 37 weeks within the 52-week period following the date of the child's birth. For parental leave for adoption, the 37-week leave is granted within the 52-week period following the date the child being adopted comes into the employee's care.

The same policy applies to employees in all occupational groups. Maternity and paternity leave may be extended under certain circumstances which vary under different collective agreements.

Isolated Posts and Government Housing Directive[58]

The collective agreement between the *National Joint Council* and public sector employees (includes regular members, Special Constables, civilian members and public service employees) led to the Isolated Posts and government housing directive where RCMP members and public service employees serving in rural Alberta may be eligible for the following allowances:

- **Environment Allowance (EA):** The EA is assessed according to 5 classification levels by allocating points for the population, climate and availability of commercial transportation or access by all-weather roads
- **Living Cost Differential (LCD):** An LCD is payable at an isolated post where prices for goods and services are at least 15% higher than those available in the location identified as its point of comparison as measured by Statistics Canada and is intended to assist employees in meeting those costs. The amount of LCD depends on the price differentials, as measured by Statistics Canada, between an isolated post and its point of comparison
- **Fuel and Utilities Differential (F&UD):** An F&UD is payable at designated isolated posts where prices for fuel and utilities are at least 15% higher than the National Average Expenditure due to transportation costs and consumption rates inherent to the geographical location. It is intended to assist employees to offset those associated costs
- **Shelter Cost Differential (SCD):** An SCD is payable at designated isolated posts where shelter costs are at least 15% higher in comparison with the national average rents in Southern Canada for the benchmark model
- **Special Location Allowance:** A special location allowance is payable to employees at specific locations per the directive

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[56] https://www.canada.ca/en/treasury-board-secretariat/topics/benefit-plans/plans/management-insurance-plan.html - *PwC Secondary Research*
[57] https://www.tpsgc-pwgsc.gc.ca/remuneration-compensation/services-paye-pay-services/paye-information-pay/vie-life/vie-conge-life-leave/mat-par-eng.html - *PwC Secondary Research*
[58] https://www.njc-cnm.gc.ca/directive/d4/v237/s617/en#s617-tc-tm_1- *PwC Secondary Research*

7

Equipment

7. Equipment

The purchase of equipment is governed by Article 14 of the PPSA and Article 13 of the MPSA. Equipment is defined as either Type A or Type B. Type A refers to equipment acquired on a non-recurring or extraordinary basis such as specialized motor vehicles, ships and other watercraft, aircraft of any kind, identification systems, telecommunication and other communication systems including radio towers and related assets that may be affixed to real property. Type B refers to equipment acquired on an annual or recurring basis such as standard police cruisers, ratio and computer equipment, security and investigational equipment such as identification devices, firearms, photographic devices and systems, and technology and other licensing fees.

Any equipment supplied by the federal government for use by the PPSA or MPSA will be done so in accordance with its own procurement practices and procedures, directives of the Treasury Board of Canada and the *Government Contract Regulations.*

The costs of equipment purchases are charged in the year of purchase, unless the cost of the equipment exceeds $150,000 and the province or municipality has requested that it be amortized. The costs of equipment purchased are charged to the province or municipality on the same basis as other direct costs in the relevant agreement.

Under Article 14 of the PPSA and Article 13 of the MPSA, in the event that any Type A equipment is lost, damaged, destroyed, or removed from the PPSA or MPSA that was purchased at a cost of more than $150,000, the province or municipality shall receive a credit for the proportion of the fair market value they have paid for.

Article 15 of the PPSA and Article 14 of the MPSA define the process for transfer of ownership of equipment, in the event of the expiry or termination of either agreement. Under Article 15 and 14, the province or municipality has the option to acquire equipment based on a calculation considering the current fair market value of the equipment and the amounts already paid towards its original acquisition cost.

Integrity of Equipment Data

The RCMP has provided several lists of equipment covering:

- CROPS, which includes safety equipment and investigational aids, firearms, and communications devices, and other equipment used by officers,
- Fleet, and
- Informatics.

With the exception of communications devices, the information below does not include that assigned to MPSAs.

RCMP has supplied the information summarized in this section with the caveat that it has extracted this information from a larger list of equipment for which the completeness and integrity of the data cannot be guaranteed. The RCMP is unable to provide accurate acquisition values of these items and does not track fair market values. Given the large number of items, some equipment listed may be missing or unallocated. The information in this section should be considered to be directional only and is presented on this basis.

7.a Criminal Operations (CROPS)

Equipment used by CROPS includes safety equipment and investigational aids, firearms, communications devices, standard equipment provided to officers, and equipment used by the EDU (explosives disposal unit).

7.a (i) Safety Equipment and Investigational Aids

The RCMP has identified 3 categories of safety equipment and investigational aids: breath testing equipment, hard body armour, and spike belts. Please note that the RCMP has extracted this information from a larger list of equipment for which the RCMP has commented that there may be some concerns with the completeness and integrity of the data provided. The RCMP is unable to provide accurate acquisition values of these items. Additionally, some equipment may be missing or unallocated, but further details have not been made available.

Exhibit 7.1 lists the different types of safety equipment/ investigational aids held by the contract partners in Alberta. We have not been provided with details of the inventory held by municipalities. *Exhibit 7.1: Safety Equipment and Investigational Aids Inventory in Alberta*[59]

Type of Equipment	Number in Inventory
Hard Body Armour	409
Spike Belts	323
Breath Testing Equipment	181
Grand Total	**913**

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[59] *APPS - Equipment Final - 2020-12-04, - Provided by RCMP*

7.a (ii) Firearms

There are 4,916 firearms issued across PPSA, ALERT, CTA, EIA, and Métis Co-ordinator.

Exhibit 7.2: Firearms Inventory in Alberta[60]

Contract Partner	Type of Firearm	Number in Inventory
PPSA	Pistol	1,979
	Shotgun	790
	Carbine	773
	Taser	751
	Rifle	259
	Gas Gun	35
	Grenade Launcher	15
	Revolver	10
	Total	**4,612**
ALERT	Pistol	139
	Carbine	14
	Shotgun	7
	Taser	4
	Total	**164**
CTA	Pistol	62
	Shotgun	17
	Taser	9
	Carbine	4
	Rifle	1
	Total	**93**
EIA	Pistol	19
	Taser	11
	Carbine	7
	Shotgun	6
	Revolver	1
	Rifle	1
	Total	**45**
Métis Co-ordinator	Pistol	2
	Total	**2**
	Grand Total	**4,916**

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[60] *APPS - Equipment Final - 2020-12-04, - Provided by RCMP*

7.a (iii) Explosives Disposal Unit (EDU) Equipment

The EDU is a specialized police service which provides support to both federal and Contract Policing operations in Alberta. The Alberta RCMP EDU can be deployed anywhere in Canada. Duties related to this section include identifying, rendering safe, and disposal of explosive devices. The cost of this unit is shared between federal and provincial units.

There are 5 vehicles dedicated to the EDU unit. In addition, there are 3 robots used for EDU operations, 1 reconnaissance robot used for obtaining audio and video, and 2 tactical robots with towing and dragging capabilities. The EDU also has an explosive magazine storage container on site at Edmonton HQ.

7.a (iv) Standard Equipment for Officers

Each new member is personally issued uniform and equipment items when they begin their Cadet Training at Depot Division in Regina. These include items such as belts, boots, caps, jackets, shirts, etc. A full list of the standard issue is available in *Supplement D1.*

7.a (v) Shared Equipment for Officers

There is a variety of equipment that is made available to members at the Detachment level, including vehicle GPS devices, helmets, hard body armour, etc. These items are shared amongst all members. Each detachment has a standard issue of equipment, supplemented with specialized items depending on the attributes of the detachment (e.g. mountain bikes, seaways, boats, etc.). A full list is available in *Supplement D2.*

7.b Communications Devices and Other Hardware

The RCMP provided a list of 18,306 communication devices and other hardware including radios, smart phones, and scanners.

Please note the count of devices provided below includes those held in inventory under the contract partners including PPSA, MPSA, CTA, ALERT, and Specialized Policing. Please note that the RCMP has extracted this information from a larger list of equipment for which the RCMP has commented that there may be some concerns with the completeness and integrity of the data provided. The RCMP is unable to provide accurate acquisition values of these items.

Exhibit 7.3: K Division Communications Devices and Other Hardware Inventory[61]

Category	Sub-category	Number of devices
Telecom	Phones/smartphones	3,336
	Data/video equipment (servers, video cards)	188
	Accessories/Other	96
Radio & Radio Accessories	-	6,492
Vehicle Equipment	In-car video	1,566
	Antennas	1,498
	Radar guns	1,044
	Consoles/Docks	1,016
	Mounts/Racks	785
	Card Readers	471
Other	Breathalyzers	1,131
	Livescan equipment	486
	IPV equipment (hand control devices, multi-function displays)	70
	Signature pads	31
Total		**18,306**

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[61] APPS - Equipment Final - 2020-12-04, Immaterial items have been excluded (ex. SIM cards, carrying cases). Items that were indicated to be missing, unallocated, returning, or unverified were also excluded. - *Provided by RCMP*

7.c Fleet

There are 1,381 vehicles listed in the RCMP fleet in Alberta across PPSA, KARE[62], ALERT, EIA, and ASIRT, as well as 37 vehicles within the CTA fleet. These figures exclude covert vehicles as details on covert vehicles were not provided.

Exhibit 7.4 lists the different types of vehicles and the average age and mileage (if applicable) in the provincial RCMP fleet in Alberta. All vehicles are owned and dedicated to the K Division[63]. It should be noted that the below list does not include fleet inventory held by municipalities. Inland water transport (IWT) and equipment do not report mileage.

Exhibit 7.4: Provincial RCMP Fleet Inventory in Alberta[64]

Type	Number of vehicles	Average mileage / age	Refresh policy
Marked Operational Vehicles - General Duty (sedans, SUV, truck)	477[65]	80,501km / 2 years	160,000km / 5 years
Unmarked Investigational Vehicles (sedans, SUV, truck)	338	72,583km / 3.7 years	160,000km / 6 years
All-Terrain Vehicles (ATVs) / Utility Terrain Vehicles (UTVs)	105	689km / 3.8 years	Unknown
Marked Operational Vehicles - Traffic (sedans, SUV, truck)	72	71,994km / 2.9 years	Unknown
Winter vehicles / Over-snow Vehicles (OSVs)	72	685km / 3.9 years	Unknown
Unmarked Operational Vehicles - Traffic (sedans, SUV, truck)	71	71,994km / 2.9 years	Unknown
Unmarked Operational Vehicles - General Duty (sedans, SUV, truck)	67	80,501km / 2 years	160,000km / 5 years
Speciality - Dog Units (sedans, SUV, truck), Protective (VIP), ERT, FIS	64	77,593km / 2.9 years	Unknown
Unmanned Aerial Vehicles (UAVs) / Drones	45	1.7 years	3 - 5 years
Administrative Vehicles (sedans, SUV, truck) (incl. training, recruiting, IT, etc.)	40	38,527km / 2.9 years	220,000km / 8 years
Marine (all boats)	33	8.2 years	15 years
Equipment (forklifts, tractors, etc.)	12	16.2 years	20 years
Critical Incident Vehicles (CIV) (emergency response, bomb trucks, etc.)	8	49,651km / 9.4 years	15 - 20 years
Marked Police Motorcycles	7	13,462km / 2.4 years	6 years
Aircrafts (planes and helicopters)	4	Not available	20 years (rotary) 30 years (fixed)
Tactical Vehicles (armoured, etc.)	3	40,502km / 6.6 years	15 - 20 years
Total	**1,418**		

Each type of vehicle has standard equipment fitted prior to delivery to the detachment. A full breakdown of standard equipment is shown in *Supplement D3.*

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[62] KARE is a sub-unit of K Division's Missing Persons Unit - *PwC Notes*

[63] APPS - Equipment - Final - 2020-12-04, Exhibit EQ.2 - *Provided by RCMP*

[64] APPS - Equipment Final - 2020-12-04, Excludes covert vehicles. There is a discrepancy of 3 vehicles between the summaries provided in EQ.1 and EQ.2 - *Provided by RCMP*

[65] There are 24 CTA General Duty vehicles, both marked and unmarked. For the purposes of this summary, 12 were bucketed into marked and 12 were bucketed into unmarked as the exact split was not provided. - *PwC Notes*

Fleet Management

Costs

The K Division Post Garage unit is responsible for fitting out vehicles with the defined standard equipment (decals, light bars, sirens, etc.). At the end of each fiscal year, the associated costs of this operation are divided by the number of productive hours and allocated to the individual units that received new or replacement vehicles.

Additionally, there are costs associated with the Regional Fleet Management Team, who are responsible for procuring and disposing of all movable assets in the Northwest Region. These costs are included in the Division Administration calculation and billed to all contract partners within the Northwest Region on a per capita basis.

Maintenance Process

Fleet maintenance is the responsibility of each individual detachment commander or unit head. There are no specific requirements or list of pre-approved vendors that must be used. Detachments take their vehicles to vendors that are most convenient and cost effective. The RCMP has procurement policies and signing authority limits that detachment commanders are mandated to follow.

For general duty vehicles, the standard refresh timeline is 160,000km or 5 years, whichever comes first. General duty vehicles designated to severe road or winter/ice conditions have a reduced refresh timeline of 130,000 km or 5 years. General duty vehicles with diesel engines have an extended refresh timeline of 10 years. The guidelines for all vehicle types can be seen in *Supplement D4.*

Vendors

The Alberta RCMP has 1 contractor on standing offer for fit-up services, to supplement in-house capacity as needed. Labour charges related to this contract for fit-up of any police vehicles are ~$3,300/vehicle.

Fleet Management also provides support in the areas of Land Fleet (acquisition, initial fit-up), Marine, Critical Incident Vehicles, Armoured and Seasonal Equipment. The costs associated with this support have not been provided but are not charged back to the province or any other contract partners.

Fleet Tracking

The RCMP uses 2 main systems for fleet management: Magic and ARI. Magic is the inventory system used by the Alberta RCMP and is used to track and manage various assets including fleet.

Each vehicle in the Alberta RCMP fleet is equipped with an ARI card. A monthly fee is charged against each ARI card for the use of ARI service. The annual costs of running both the Magic and ARI programs are managed at the national level and are not charged back to the province or any other contract partners.

Insurance

The federal government self-insures all their moveable assets. The National Claims Centre is responsible for insuring all RCMP assets.

7.d Informatics

The majority of computer equipment held by the RCMP consists of monitors, laptops, and desktops. Peripherals primarily include card readers and DVD burners. The breakdown is shown below in *Exhibit 7.5.*

Please note the count of devices provided below includes those held in inventory under the contract partners including PPSA, MPSA, CTA, ALERT, and Specialized Policing. Please note that the RCMP has extracted this information from a larger list of equipment for which the RCMP has commented that there may be some concerns with the completeness and integrity of the data provided. The RCMP is unable to provide accurate acquisition values of these items.

Exhibit 7.5: Computer Equipment Inventory in Alberta[66]

Type	Number of devices
Monitors	7,214
Desktops	5,289
Printers/Scanners	5,230
Laptops/Tablets	4,881

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[66] APPS - Equipment Final - 2020-12-04, PwC Analysis. Immaterial items have been excluded (ex. cables, screwdrivers). Items that were indicated to be missing, unallocated, returning, or unverified were also excluded. - *Provided by RCMP*

Peripherals (Card readers, DVD burners, etc.)	2,075
Modem/Routers	1,610
Hard drives/Storage	728
Network/Servers	360
UPS (uninterruptible power supply)	306
Total	**27,693**

Informatics Equipment Request Process

Alberta RCMP informatics submits procurement requests to the IT assets unit with the national IT organization, who will create a work order and complete the necessary paperwork and assign costs to the Division at the end of each month. Requests for volume discounts (RVDs) are managed by Program Management and Administrative Services (PM&AS) in Ottawa and are used for computers, laptops, monitors and other peripherals.

Please see *Supplement D5* for the workflow in place for IT asset requests.

Informatics Refresh

Timelines for replacement of desktops, laptops, monitors, scanners, printers, and android devices are determined based on the month items are received. To determine the new evergreen year (EGY) for items received from April through January, new device EGY = current EGY + device lifecycle (in years). For items received from February through March, new device EGY = current EGY + device lifecycle (in years) + 1.

Live scan machines have a 4-year life cycle on active components, and a 7-8-year replacement on the full machine while the network switches have a 5-year life cycle.

Other devices, such as UPS (uninterruptible power supply), are not on the evergreen cycle.

7.e Radios & Communications - AFRRCS

Overview

Alberta has a central emergency communications system, AFRRCS. The system is constructed, managed and maintained by Alberta through Justice and Solicitor General.

AFRRCS is an interoperable, two-way digital radio system used by first responders such as police, fire and ambulance services and secondary responders such as public works and public transit. It allows for easy coordination between different agencies both in emergency situations and on an ongoing basis through the use of talk groups.

The RCMP entered into a MoU in April 2016 for AFRRCS to provide a radio system for the K division's communication needs. The MoU expires in 2032 in line with the current PPSA and can be terminated with 2 years notice. AFRRCS charges the RCMP $16.1m per year as an amortized cost of the service and $8.0m for the annual operating and maintenance costs of ongoing RCMP access. The RCMP in turn bills 70% of both costs back to Alberta under the PPSA.

Infrastructure

The Government of Alberta is responsible for the primary Public Safety Answering Points (PSAPs) in Alberta. 911 calls for policing are routed from the primary PSAP to 1 of 2 RCMP operated Operational Communications Centers (OCC) located in Edmonton and Red Deer. These OCCs provide service to 114 detachments, ALERT, the Tsuu T'ina Nations police service and Lakeshore Regional Police. The OCCs also provide complete dispatching services to most municipalities with some exceptions (Strathcona County, St. Albert, Lloydminster, Red Deer, Grand Prairie, Fort Saskatchewan and Wood Buffalo). The RCMP's 2 OCCs have province-wide dispatch capabilities and are set up to ensure service continuity.

Systems within the OCC are owned and managed by the RCMP. The OCC currently leverages a Centrex Phone System, which is in the process of being replaced by Salcom's Next Generation 911 system. The OCC also leverages Harris Symphony for radio consoles and Bell CAD for computer aided dispatch. Front line officers receive dispatched calls through SAMM (Status and Messaging Module).

The OCC has ~160 dedicated staff across its 2 locations in Alberta. OCC employees are either Public Service Employees under Technical Services, or civilian members staffed by the RCMP.

The RCMP does not currently have a centralized telephone number for non-emergency calls from the public.

Costs

The FY 19-20 total cost for the RCMP's radio and communications in Alberta is $23.9m. 70% or $16.8m of these costs are then charged to Alberta. These costs are not within the scope of the PPSA and are funded separately by Alberta. The RCMP does not charge the municipalities for any OCC related costs.

8

Real Estate

8. Real Estate

The Accommodations Program and the responsibility of constructing, leasing and maintaining property for the RCMP's operations in Alberta varies based on the police service (i.e. PPSA, MPSA, FNPP, or ALERT) utilizing the property. Article 12 of the PPSA and MPSA lists the guiding principles, purpose and scope of the RCMP's Accommodation Program.

- **PPSA**: It is the RCMP's responsibility to maintain, renovate, replace or increase the number of buildings and living quarters in accordance with the Divisional Major Capital Plan, Divisional Minor Capital Plan and the Divisional Living Quarters Plan. For this purpose, the RCMP both owns and leases facilities in Alberta
- **MPSA**: It is the municipality's responsibility to provide and maintain facilities for the municipal police service. The municipality may lease a facility from the RCMP, but is responsible for 100% of facility lease and operating costs
- **FNPP**: The individual CTA determines whether it is the First Nation's responsibility to provide and maintain facilities for the First Nations police service
- **ALERT**: Facilities can be provided by either the RCMP or the participating agencies

The RCMP provided a list of 290 sites across Alberta[67]. It should be noted that these sites predominantly serve the PPSA. In some cases, these sites are leveraged by the RCMP's MPSA operations.

Details of facilities provided by municipalities and First Nations to the RCMP for its MPSA and FNPP operations and details of facilities that municipalities lease from the RCMP for its MPSA operations have not been provided.

8.a Types of Facilities: RCMP Facilities in Alberta

Exhibit 8.1: RCMP Sites in Alberta[68]

Type	Number of facilities
Employee Housing	130
Detachment	112
Office	9
Garage	9
Storage/Warehouse	7
Community Office	6
District Office	3
Patrol Cabin	2
Satellite Office	2
Transient Unit	2
Forensic Laboratory	1
Hangar	1
Headquarters	1
Training	1
Cell Facility	1
Marine/Storage	1
Parking/Compound	1
Post Garage	1
Total	**290**

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[67] APPS - Infrastructure - Final - 2020-11-30 - *Provided by RCMP*
[68] Source: APPS - Infrastructure Final - 2020-11-30, Excludes Communications Sites. - *Provided by RCMP*

Of the 290 sites listed across the province, 130 are Employee Housing sites and 112 are Detachment sites. There are also 9 offices, 3 district offices, a national forensic laboratory, an aircraft hangar and the K Division headquarters in Edmonton.

The RCMP has reported a total of 589 holding cells across its detachments in Alberta. There is 1 facility in Fort McMurray that is solely a cell facility and all other cells are part of detachment buildings.

A total of 38 holding facilities are not compliant with current standards and projects are in place to upgrade these facilities. RCMP holding facilities house a significant number of provincial prisoners annually including prisoners that are required to be transferred from a correctional facility to appear in court and intermittent serving prisoners who typically serve time at weekends.

A case study of FY 19-20 holding cell utilization of the Beaumont, Cochrane, High Prairie and St. Paul detachments is located in *Supplement E1.*

The RCMP also has ~110 communications sites in Alberta. These are excluded from our analysis as they no longer support Contract Policing and are in the process of being decommissioned as a result of the transition to the AFRRCS radio system.

Exhibit 8.1 lists the different types of RCMP sites in Alberta. It should be noted that the above list does not include sites provided by or leased by municipalities for the RCMP's MPSA operations. Of the of MPSA sites, there are 6 detachments containing only MPSA resources which have been identified:
● Beaumont
● Chestermere
● Devon
● Lloydminster
● Red Deer
● St. Albert

No further details are currently available on the above facilities.

30 RCMP owned sites in Alberta house positions from some combination of PPSA, MPSA, FNPP and Alberta Sheriffs resources[69]. The RCMP recovers the costs for PPSA, MPSA, and FNPP positions that occupy RCMP spaces as defined in the respective contracts. The RCMP does not charge the Alberta Sheriffs for using its facilities.

A number of RCMP leased sites are also shared with other resources, a breakdown of those facilities has not been provided. However, the RCMP has stated that a total of 41 detachment buildings are shared between PPSA and MPSA resources.

8.b Ownership of RCMP's Facilities in Alberta

Exhibit 8.2: RCMP Sites Owned vs. Leased[70]

Ownership type	Number of sites
Owned	176
LPC - Lease Private Cost	107
LFNC - Lease Federal No Cost	4
LFC - Lease Federal Cost	2
LPNC - Lease Private No Cost	1
Total	**290**

Of the 290 RCMP sites located in Alberta, 176 are owned and the remainder are leased. Leased properties fall into 1 of 4 categories:
● **Lease Private Cost (LPC):** Refers to leases entered into between the RCMP and any non-Federal Agency. LPCs include leases between the RCMP and municipalities for the purpose of renting space for RCMP's PPSA operations. 107 RCMP sites fall into this category in Alberta.
● **Lease Federal No Cost (LFNC):** Refers to agreements where a Federal Agency allows the RCMP to lease a site for no cost. 4 RCMP sites fall into this category in Alberta. Examples of these sites include the Jasper detachment where Parks Canada provides the RCMP with a site in Jasper for its PPSA operations at no cost.
● **Lease Federal Cost (LFC):** Leases for some sites where over 50% of the building is used for office space is entered into between Public Services and Procurement Canada (PSPC) and the landlord. PSPC then sub-contracts with the RCMP through an Occupation Instrument and costs for the lease are allocated to the RCMP based on the proportion of RCMP FTEs using the space. ~ 2 RCMP office buildings (Calgary and Edmonton) fall into this category in Alberta.

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[69] APPS - Infrastructure - Final - 2020-11-30 IN.1 (9) - *Provided by RCMP*
[70] Source: APPS - Infrastructure Final - 2020-11-30, PwC Analysis. Excludes Communications Sites - *Provided by RCMP*

Private & Confidential

- **Lease Private No Cost (LPNC)**: Leases entered into between either a private entity or a public non-Federal Agency wherein the landlord allows the RCMP to lease space at no cost. ~1 RCMP storage facility in Wainwright, Alberta falls into this category.

8.c Shared Facilities Outside Alberta

The RCMP's Alberta operations benefit from shared service sites outside of Alberta. These include RCMP's Corporate Management Branch offices, training facilities, and centers of expertise and Shared Services Canada offices.

These sites are located across Canada and *Exhibit 8.3* below provides a brief description of the services provided from these locations:

Exhibit 8.3: RCMP Sites Outside Alberta[71]

Location	Services Provided
Ottawa, ON	~70+ buildings housing program and policy centers, administration services, specialized training facilities and technical centers of expertise (IT units and systems, National Labs, etc.) - There are also 2 warehouses that are used for storing and distributing Kit and Clothing, as well as other equipment, including firearms, PPE, etc. - Shared Services Canada's sites are also located in Ottawa
Regina, SK	- Houses the Cadet Training Program at Depot Division - Support Services building, housing National Recruiting, Corporate Management Branch (CMB) and Departmental Security Section (DSS).
Chilliwack, BC	33 buildings supporting the Pacific Region Training Center (PRTC). The Pacific Region encompasses BC and Yukon.
Winnipeg, MB	Building housing Corporate Management Branch (CMB), which provides financial, project management and corporate services support to the Alberta RCMP
Miramichi, NB	Houses the National Pay Center for all public service employees

8.d Costs of Facilities

The cost calculation method for how the Alberta RCMP is charged for its use of facilities is dependent on the type of facility (owned vs. leased). Both capital costs and operations and maintenance costs are charged as described below. It should be noted that since holding facilities are within detachment buildings, the operating costs of these facilities are billed through the applicable policing agreements as listed below:

8.d. (i) Capital Costs: Accommodation Program Charge (APC)

The terms of payment for sites in Alberta that are federally owned by the RCMP are governed by Article 12 of the PPSA. The RCMP charges Alberta an annual Accommodation Program Charge (APC). Alberta is then responsible to pay 70% of the APC, with the rest being covered by the federal government. The APC in FY 19-20 was $10.9m, of which $7.5m was charged to Alberta.

The APC is calculated every 5 years based on the RCMP's Major Capital, Minor Capital and Living Quarters 5 year budget divided by 5.

$$APC = \frac{Major\ Cap\ 5\ yr\ budget + Minor\ Cap\ 5\ yr\ budget + Living\ Quarters\ 5\ yr\ budget}{5}$$

The Major Capital budget includes expenses for the construction, acquisition or renovation of buildings, the Minor Capital budget ensures all RCMP buildings (excluding Living Quarters) remain fit for use and the Living Quarters budget relates to RCMP housing improvements. The Major Capital budget is further adjusted to allow for the deferment of up to ~68% of the province's share of payments. These deferments are governed by Annex E of the PPSA.

A reconciliation exercise is performed every 5 years to adjust for payment surpluses and deficits. Based on the last reconciliation conducted in 2017, for the period between 2012 and 2017, Alberta made excess payments of ~$6.4m for Minor Capital and Living Quarters[72]. These excess payments resulted from delays and deferments to planned projects.

APC charges only apply to the PPSA. In the event MPSA staff occupy facilities that are covered by the APC, the RCMP provides a credit to the PPSA based on the proportion of MPSA FTEs that occupy the facility. This cost is then recovered at 100% from the relevant municipality. Municipalities are not charged any occupancy fees for services provided to them from the K division's district offices and these costs are completely allocated to the PPSA.

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[71] APPS - Infrastructure Final - 2020-11-30 - *Provided by RCMP*
[72] 2017 Reconciliation - *Provided by JSG*

FNPP operations that occupy space in RCMP owned facilities are charged a proportion of the occupancy costs based on the square meters occupied by them. 48% of these costs are charged to the province, with the remainder being funded federally.

The occupancy costs of members from other provincial agencies such as the Alberta Sheriffs, who occupy space in RCMP owned facilities are charged to Alberta through the APC and are not recovered from the other agencies.

8.d (ii) Operating & Maintenance Costs: Leasing Costs & Rent

Leased sites in Alberta (PPSA): The RCMP charges Alberta the annual rent for sites the RCMP leases to deliver PPSA services. These include the costs for LPC, and LFC leases. Since the RCMP is not charged for rent in the LFNC and LPNC sites, there are no charges for these sites. Under the PPSA 70% of leasing costs charged by the RCMP is billed to the province. Total leasing costs in FY 19-20 were $11.4m, of which $7.8m was charged to Alberta.

Leased sites in Alberta (MPSA): Article 12 of the MPSA states that the municipality is responsible for providing facilities for the RCMP to provide MPSA services from. If the municipality is operating in a RCMP owned or leased building, the municipality is responsible for paying 100% of its share of facility lease and operating costs.

Leased sites in Alberta (FNPP): Leasing costs for facilities housing FNPP operations are charged by the RCMP. Alberta is responsible for 48% of these costs, with the remainder being federally funded. Total leasing costs in FY 19-20 were $0.4m, of which $0.2m was charged to the Government of Alberta.

8.d (iii) Operating & Maintenance Costs: Other Operating Expenses

70% of operating expenses for both RCMP owned and leased sites are charged under the PPSA. These include expenses for utilities, snow removal, grounds keeping, cleaning, etc. This includes the operating expenses for PPSA holding facilities. In the event MPSA FTEs occupy RCMP leased sites, these costs are prorated and charged at 100% to the concerned municipality.

8.d. (iv) Other Costs: Payment in Lieu of Taxes (PILT)

As a federal government entity, the RCMP is exempt from paying any taxes levied by local and provincial governments such as property taxes. In order to recognize the services that the RCMP receives from local and provincial governments, the RCMP make payments in lieu of taxes (PILT) to municipal governments where RCMP properties are located. Annual taxes are coordinated through PSPC and are paid as part of the PILT program. 70% of PILT charges are charged back to Alberta.

8.d (v) Costs for Shared Facilities Outside of Alberta

Cost recovery for out-of-province facilities benefiting the K division vary. There are 2 main facilities, where costs are billed back under the PPSA:

- **Depot Division, Regina**: Facility costs for the Depot Division in Regina are allocated to the K division as part of the Cadet Training Program charge.
- **Regional Administration Facility, Winnipeg**: Facility costs driven by the occupancy of Regional Administration occupancy in the Winnipeg facility are indirectly allocated to the K division based on the proportion of FTEs supporting the K division in the Northwest Region.

The K Division does benefit from other out-of-province facilities where there are no costs recovered:

- Support Service Building, Regina
- National Pay Center, Miramirchi
- Pacific Region Training Center (PRTC), Chilliwack
- RCMP Facilities, Ottawa
- Shared Services Canada Facilities, Ottawa

8.e Transfers of Facilities

The transfer of facilities on termination of the PPSA depends on whether the facility is owned or leased by the RCMP.

8.e (i) Owned RCMP Sites in Alberta

Article 13 of the PPSA governs the transfer of RCMP owned facilities. The article states that for the property to be transferred to Alberta, Alberta must pay the balance of the fair market value (i.e. the deferred major capital charges and the portion of the property paid for by the federal government), the fair market value of the land and 70% of all costs associated with the transfer of the property.

8.e (ii) Leased RCMP Sites in Alberta

The RCMP has indicated that most leased facilities serving the PPSA are transferable with the consent of the landlord. Most leases require that the landlord be given 90 days' notice in the event of a transfer.

8.e (iii) MPSA Sites in Alberta

As municipalities are responsible for providing facilities to operate MPSA services, it assumed that this arrangement could continue regardless of the provider of policing services.

8.e (iv) Shared Services RCMP Sites Outside of Alberta

RCMP facilities outside the province provide shared services to multiple Divisions, it is assumed that these facilities are not transferable.

9 Shared Services

9. Shared Services

This section provides an overview of key administrative shared services functions including Finance and Human Resources. The RCMP arranges a number of these functions under the umbrella of Administrative Services, including Informatics, Strategic Communications, Operations Strategy and Action, Innovation & Modernization Office, Corporate Services, and Real Property and Project Management.

Shared service functions are provided at the divisional, regional and national level to support Contract Policing in Alberta.
- **National:** National units provide administrative support to the entire RCMP organization across all divisions.
- **Regional:** The regional Division Administration team provides administrative support to 5 Northwest RCMP divisions, which include Alberta, Saskatchewan, Manitoba, Northwest Territories and Nunavut. Each division benefits from this shared centralized model which aims to maintain a greater depth of specialist expertise than 1 division could efficiently maintain on their own.
- **Divisional:** These units are dedicated to providing support for the K division only as part of Internal Services Administration.

9.a. Finance

Overview

Exhibit 9.1: Shared Services Summary, National vs. Regional
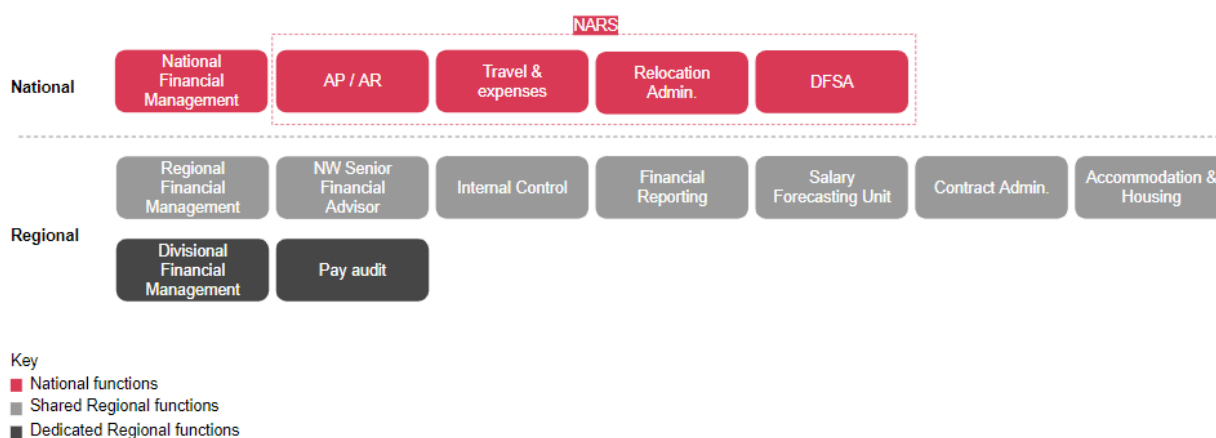
The RCMP consolidated their finance support activities into the current model in 2012/13, centralizing financial operations into a regional structure. This structure aims to increase efficiency through a shared services model supporting the RCMP's 15 divisions.

Only Division Financial Management and Pay Audit functions have employees dedicated to supporting the K division. A regional finance team based in Winnipeg supports all RCMP divisions in the Northwest Region.

The National Accounting and Relocation Services (NARS), based in Ottawa, encompasses AP/AR, travel and expense administration and processing, relocation administration and maintenance of the Delegated Financial Signing Authority (DFSA) database.

The overall finance function is supported by the National Financial Management team providing policy and contract administration interpretation.

9.a (i) National Finance Functions
National Accounting and Relocation Services (NARS) is responsible for the delivery of accounting operations services to all employees of the police service. The team in Ottawa has 99 established accounting positions and 70 in the relocation service but currently operates at an FTE utilization of 59 and 61 respectively (FY 19-20).

Services provided include the processing and administration of accounts payable and receivable, reimbursement of employee expense claims, risk-based account verification activities, oversight of government issued credit cards, administration of relocation programs for RCMP employees, as well as maintenance of the DFSA database.

9.a (ii) Regional Finance Functions
The regional finance team, based in Winnipeg, supports all RCMP Divisions in the Northwest Region. The finance team is part of Northwest Region Corporate Management Branch (CMB) and has an established strength of 50 positions, but in recent years has run at a utilization rate of ~35 FTEs.

The team is led by Northwest Region Senior Advisor, who is responsible for the oversight of the finance function in the region and leads the following teams:

- **Internal Control** implements a financial control framework to monitor and assess financial performance and identify best practices. The team develops, implements and manages quality assurance programs to assess RCMP financial management against accepted professional standards.
- **Northwest Financial Reporting** is responsible for the creation and update of forecast files and reports that are used by all divisions. Financial information is extracted from SAP and is then populated in Excel for the creation of contract partner reports. Divisional forecasts are then obtained from the divisions and then entered into the TEAM financial management system.
- **Salary Forecasting Unit** is responsible for maintaining the salary forecast system for all divisions and business lines in the Northwest Region. Current information provided by HR on changes to staffing levels are entered by the unit to generate financial forecasts which are then used by the Financial Advisors for reporting to the contract partners and HQ.
- **Regional Financial Management** is responsible for the budgeting, forecasting, planning, reporting and providing advice and guidance for certain programs such as First Nations policing and municipal policing within the divisions. The team of Financial Advisors provide the same services or all divisions in the Northwest Region. Regional Financial Management also provides all oversight of the divisional financial advisors to ensure consistency in forecasting and reporting.
- **Contract Administration** is responsible for ensuring that the financial terms and conditions in the Contract Policing Agreements are adhered to. One of the main functions is to perform a financial reconciliation for all contracts in the region. This unit is also responsible for the allocation of common costs such as utilities, guarding of prisoners and procurement credit cards between the various contracts for all divisions in the Northwest Region.
- **Accommodation & Housing** is responsible for the allocation of accommodation costs to all business lines and contracts in the divisions. Costs are allocated for buildings that are jointly occupied by various contracts. This unit also works with the Divisional Asset Managers in submitting major and minor capital forecasts to HQ. The Housing unit identifies the monthly rent cost for members in remote locations who are provided RCMP or Government of Canada Housing.

9.a (iii) Regional Finance Functions Dedicated to K Division

Two small teams report into the regional financial structure, but their roles are entirely dedicated to the K division:

- **Divisional Financial Management** is a team of 2 Divisional Financial Advisors, responsible for the budgeting, forecasting, planning, reporting and providing advice and guidance for all business lines within the division. Located in Winnipeg, they work with the K division management on budgets and forecasts and provide this information to the contract partners and the regional team. They also report on revenues, salaries, operations and maintenance and capital expenditures for all programs.
- The **Pay Audit** function is part of the RCMP's Internal Control function. A single dedicated FTE based in Edmonton reviews member pay to ensure that they are in compliance with RCMP entitlements.

An organization structure is presented below. All 3 positions roll up under the Northwest Regional Director for Financial Management. Employees are located in Winnipeg and Edmonton.

Exhibit 9.2: Regional Finance Organizational Structure

9.a (iv) Delegated Financial Signing Authorities

The RCMP has a system of Delegated Financial Signing Authorities (DFSA) to balance financial control and operational efficiency. The hierarchy of DFSA is maintained in the RCMP finance system by the NARS team, along with compliance of individuals with mandatory training requirements.

Routine expenses are governed by general signing authorities, the Detachment Commander/Manager of the Detachment or Section is the DFSA to run efficiently within their unit. The level of authority increases through the organization up to the Divisional Commanding Officer and ultimately the RCMP Commissioner. Many routine transactions are automatically sent to the appropriate approver based on the cost centres in the RCMP finance system.

A separate hierarchy exists for non-routine or sensitive expenses through a system of specialized signing authorities, with the highest level being the Federal Minister for Public Safety.

A program of internal audits exists to ensure compliance with the process.

9.a (v) Finance Function Costs

The costs of finance support are billed back to the contract parties as per the terms of the various agreements. The finance function costs form part of the Division Administration charge used to allocate indirect costs. The billable elements of the finance costs at a regional or national level are divided equally across the total FTEs the service supports and applied to each division at a per capita rate. The total cost of each service and the rates billed to the K division in FY 19-20 are shown below:

Exhibit 9.3: FY 19-20 Finance Function Costs

Finance Function	FY 20 cost ($)	K Division Cost per Capita ($)
Divisional Financial Management	279,366	89.16
Pay Audit	76,379	24.38
Subtotal Dedicated Regional Finance	**355,744**	**113.54**
Financial Reporting & SFT	453,485	77.14
Regional Financial Management	192,293	32.71
NW Senior Financial Officer	190,016	32.32
Internal Control	297,907	50.67
Contract Administration	583,878	99.32
Accommodation & Housing	340,379	57.90
Subtotal Regional Finance	**2,057,959**	**350.06**
National Accounting Service	5,268,700	188.40
National Relocation Service	4,501,00	71.15
Subtotal National Finance	**9,769,700**	**259.55**
Total	**12,183,403**	**723**

Source: Appendix FE.1b - 2019-2020 Finance by Function - 2020-11-21
Appendix FE.1c - NARS Fall 2020 CMC Discussion Paper - 2020-11-21

9.b Human Resources

Service Overview:

Human Resources (HR) services for Alberta RCMP are provided through a variety of national, regional and divisional units, as shown below:

Exhibit 9.4: HR Services Provision, National vs. Regional

Key
■ National functions
■ Divisional Functions
■ Divisional Functions that also support the NW Region

9.b. (i) Divisional Human Resources Functions

The Alberta RCMP Human Resource Office (HRO) is the divisional unit that provides corporate leadership and direction to the planning, development and implementation of a range of human resources and employee services programs. These include career management, staffing, labour relations, harassment prevention, and health and wellness services.

Key HRO responsibilities include:

- Ensuring that all HR policies, processes and practices reflect the requirements of different statutes such as the *RCMP Act, Public Service Employment Act* and the *Public Service Labour Relations Act (PSLRA)*

- Maintaining a sound employee management relations framework to address various aspects of complaints, grievances, conflicts, and other labour relations issues
- Processes that enable proper investigation, facilitation and decision making in conflict management and occupational health and safety
- Supporting Alberta RCMP management of more complex and sensitive cases, such as discharges on probation or dismissals for *RCMP Act* violations and terminations for cause and unsatisfactory performance under the *Financial Administration Act (FAA)* and *PSLRA*
- Taking a lead role in management/labour relations, acting as the management lead and chairing the Labour Management Consultative Community with the PS unions that represent the PS employees in the Alberta RCMP

The HRO is led by the Division Human Resources Officer and is made up of the Career Development and Resourcing Office (CDRO) and the Employee and Management Relations Office (EMRO), both of which include multiple sub-units. An overview of the HR organization structure and the actual strength is presented below:

Exhibit 9.5: HR Organizational Structure
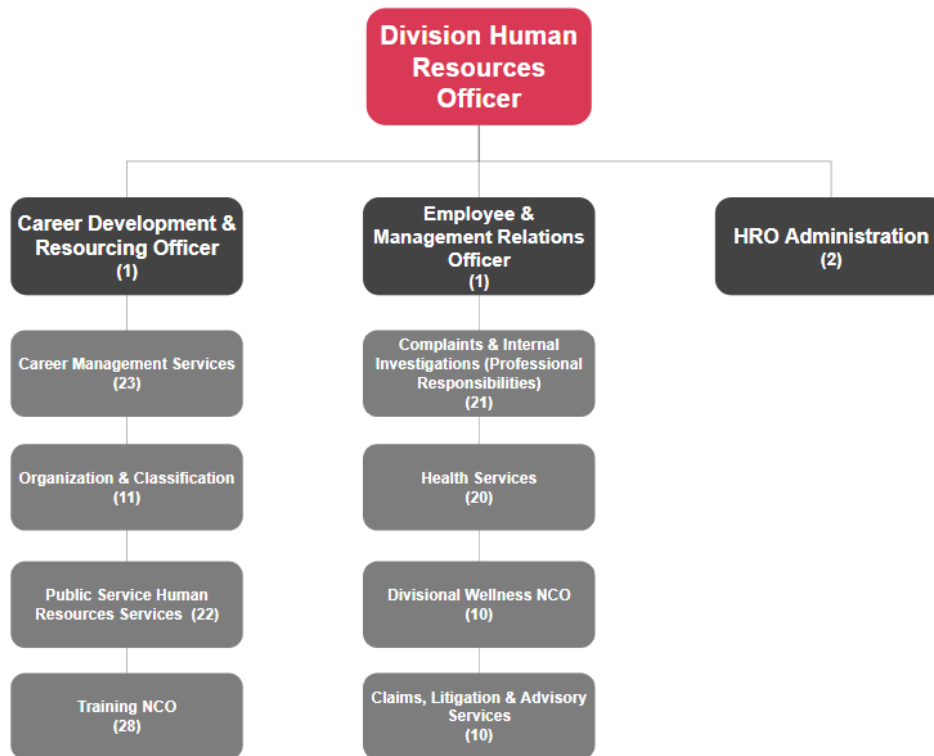
The actual strength for HRO is 150. The HRO team is based at the Alberta RCMP headquarters in Edmonton.

The Career Development & Resourcing Office (CDRO):
- Career Management Services (CMS)**:** Provides career planning advice, staffing, succession planning, and oversees the Alberta RCMP transfer and training budgets for regular members
- Public Service Human Resources (PSHR): Provides recruitment, staffing, performance reviews, career development and labor relations such as discipline, grievance administration, labour/management consultations, workers compensation board claim administration, fitness for work evaluations, collective agreement and policy interpretation
- Training: Ensure that all employees have the training required to perform their roles and coordinated training courses to ensure all regular members maintain mandatory training compliance

Majority of the employees in CMS, PSHR and Training are based in Edmonton. Some Training employees also operate out of the Training hangar at Edmonton airport and travel across Alberta to deliver training. There is also a District Training Advisor (DTA) in each district that provides localized administrative support to the Training Program.

The Employee Management Relations Office (EMRO):
- **Professional Responsibility Unit (PRU):** Investigates alleged contraventions of the RCMP Code of Conduct, harassment investigations and advises management on issues related to employment requirements
- **Divisional Wellness Unit (DWU):** Promotes, educates and supports all employees with maintaining a healthy, inclusive, harassment-free, productive and supportive workplace through guidance, presentations and support services
- **Claims, Litigation & Advisory Services (CLAS):** Manage, research, analyze, negotiate and resolve informal and formal claims against the RCMP. Provide advisory services to the Alberta RCMP and manage court ordered disclosure of RCMP materials

The majority of EMRO employees are based in Edmonton at the Edmonton Headquarters. There are 2 PRU positions in Calgary to allow for province-wide travel to conduct investigations. The DWU has ambassadors or assistants that provide localized service and support in detachments, districts and municipalities. Health Services has a presence in Edmonton and Calgary.

9.b. (ii) National Functions Supporting K Division's Human Resources

The following national units provide services to the K division:

- **Office for the Coordination of Grievances and Appeals (OGCA):** This office coordinates the RCMP grievance process, the rules of practice and procedure and the steps employees must follow in relation to a grievance. The grievance process falls under the public administrative body of law that governs the relationships between individuals and government.
- **Relocation Unit (RCMP Relocation Directive):** Responsible for the movement of a Member from 1 position/location to another following an approved transfer notice. This unit coordinates the movement of employees while advising them of their entitlements through the process. Relocation advisors are situated throughout Canada, including Alberta.
- **National Staffing Program (NSP):** Responsible for overseeing all staffing units in the country, providing policy on staffing processes, distribution of cadets, conducting job simulation exercises as the first step in the promotion process and ensuring employment equity.
- **National Promotions Unit (NPU):** Responsible for posting all promotion and lateral bulletins for regular members throughout the country, while ensuring policy is adhered to. They also review rationale for selected candidates in the promotional process and ensure that it is fair, transparent, policy driven and defendable.
- **National Policy Centre:** Writes, updates and provides guidance in all areas of policy related to staffing (HR) processes.
- **Payroll:** There are 2 different payrolls for Alberta RCMP:
  - **Public Service Pay Centre:** Handles all pay for public service employees
  - **Member Pay System:** Handles all pay for Regular and civilian members

In addition, the Claims, Litigation & Advisory Services receives legal services support from the Department of Justice Canada, including the RCMP legal services unit.

9.b. (iii) Regional Human Resources Functions

These 2 units are part of the K division HRO, but also provide services to other divisions:

- **Organization & Classification Unit:** The Organization & Classification unites a "centre of expertise" model based in Edmonton and provides services to RCMP in 6 Divisions. It creates and authorizes all Alberta RCMP Organization charts and provides organization design advice and services to Alberta RCMP Managers. The team maintains all RCMP position records and the electronic HRMIS position management database for positions within the Northwest Region.
- **Health Services Unit (HCU):** HCU is made up of 2 teams. Health Services contains medical professionals that focus on fitness for duty of all Regular and civilian members. The Disability Management unit manages disability cases for all members classified as off duty sick or on a graduated return to work plan. The Health Services unit provides services to K and G Divisions of the RCMP.

9.b. (iv) Human Resources Costs

The Human Resource Officer falls under the Internal Services Business Line and the costs are charged through the Division Administration cost structure.

For the units within CDRO:

- **CMS:** All positions are on the Internal Services business line and the costs for those positions are charged through Division Administration costs.
- **PSHR:** All unit charges are charged back to contracts as they are from the Admin & Personnel Program. All staff are funded through Division Administration costs.
- **Training:** All unit charges are charged back to contracts as they are from the Admin & Personnel Program.
- **Organization & Classification:** With one exception, this unit is funded equally on a cost-shared basis as a "regional Divisional Admin" service by all client divisions, not just Alberta. One specialist position is solely funded by the Cadet Training Depot as their financial contribution to the service.

For the units within EMRO:

- **PRU:** All positions under PRU fall under Internal Services business line and the costs for these positions are charged through Division Administration costs.
- **DWU:** All positions under DWU fall under Internal Services and the costs for these positions are charged through Division Administration costs.
- **CLAS:**
  - Cost of claims: Compensation claims are not billable to contract partners.
  - Cost of unit employees: FY 19-20 legal services costs for Alberta were $254,447 (rate of $173.36 per working Member).
  - Cost of legal services; the Department of Justice Canada, including the RCMP legal services unit, are funded by the RCMP with no cost recovery from the province.
- **Health Services Unit:** All positions under Health Services fall under Internal Services and the costs for these positions are charged through Division Administration costs.

9.c Administrative Services

The Administrative Services area is responsible for strategy, business and innovation for the Alberta RCMP. The units that make up Administration Services aim to help modernize the Alberta RCMP, build resiliency and explore innovative and creative solutions to the challenges faced in an ever-changing and demanding policing landscape.

Administrative Services is headed by the Division Administration Officer and is made up of the following units:
- Informatics (IT)
- Operations Strategy Branch (OSB)
- Strategic Communications
- Action, Innovation and Modernization office (AIM)

Details of each of these 4 units is provided below.

9.c (i) Informatics

Service Overview

Information Technology (IT) support is provided by a combination of Divisional Informatics Staff (Alberta RCMP informatics), and nationally centralized services such as helpdesk, the CIO (Chief Information Office) sector, peer provincial RCMP IT and Shared Services Canada.

The RCMP IT environment is built on shared systems, shared infrastructure (server, data hosting) and centralized functions such as helpdesk, contract management, and procurement across all of its divisions. The Alberta Divisional Informatics group is responsible for managing and providing localized support to the entire K Division and works closely with the national IT team in Ottawa.

*Exhibit 9.6: IT Services Provision, National vs. Divisional*
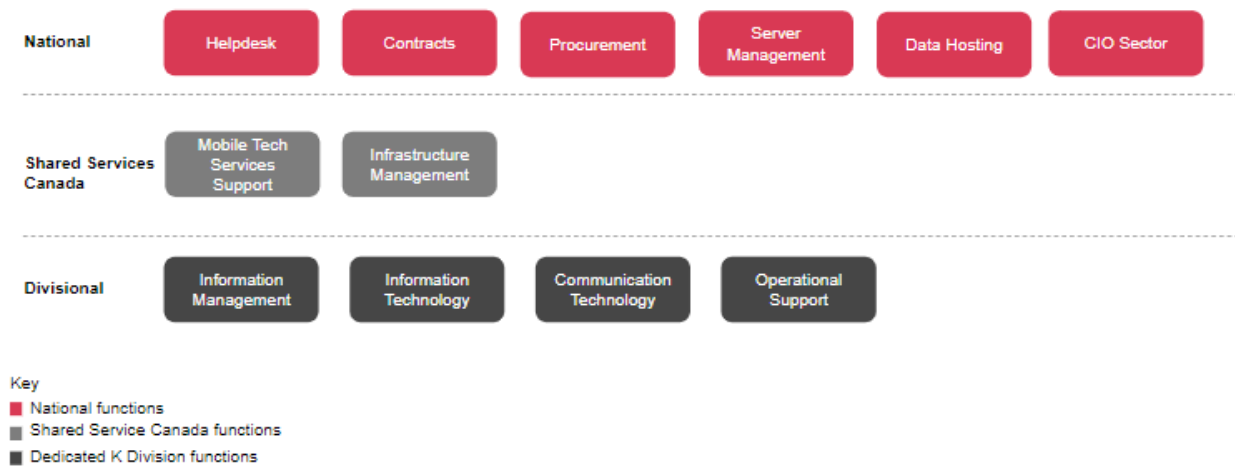
Divisional Informatics Functions

Alberta RCMP informatics (Divisional Informatics) is responsible for the day-to-day support, management of administrative records, training and oversight of key systems and their access. The group also acquires all IT hardware and software and the management of the division IT budget. The Divisional Informatics staff provide support to the entire K Division.

The Divisional Informatics unit in Alberta provides a variety of IT services for the Alberta RCMP. The Divisional Informatics Officer heads up the Alberta RCMP informatics Program which encompasses:
- **Information Management:** Supports Alberta RCMP at the provincial level and its mandate is the protection and lifecycle management of administrative information.
- **Information Technology:** Provides and enables technology for the Alberta RCMP including the management of equipment, replacement /repairs of defective IT equipment.
- Communication Technology (COMTEC): The Divisional policy center to deliver radio communications and mobile communications technology projects and technical support and services.
- **Operational Support:** Provides the intake of all IT requirements, research solutions, obtains approvals, facilitates IT procurement, inventory and budget management of Alberta RCMP IT equipment.
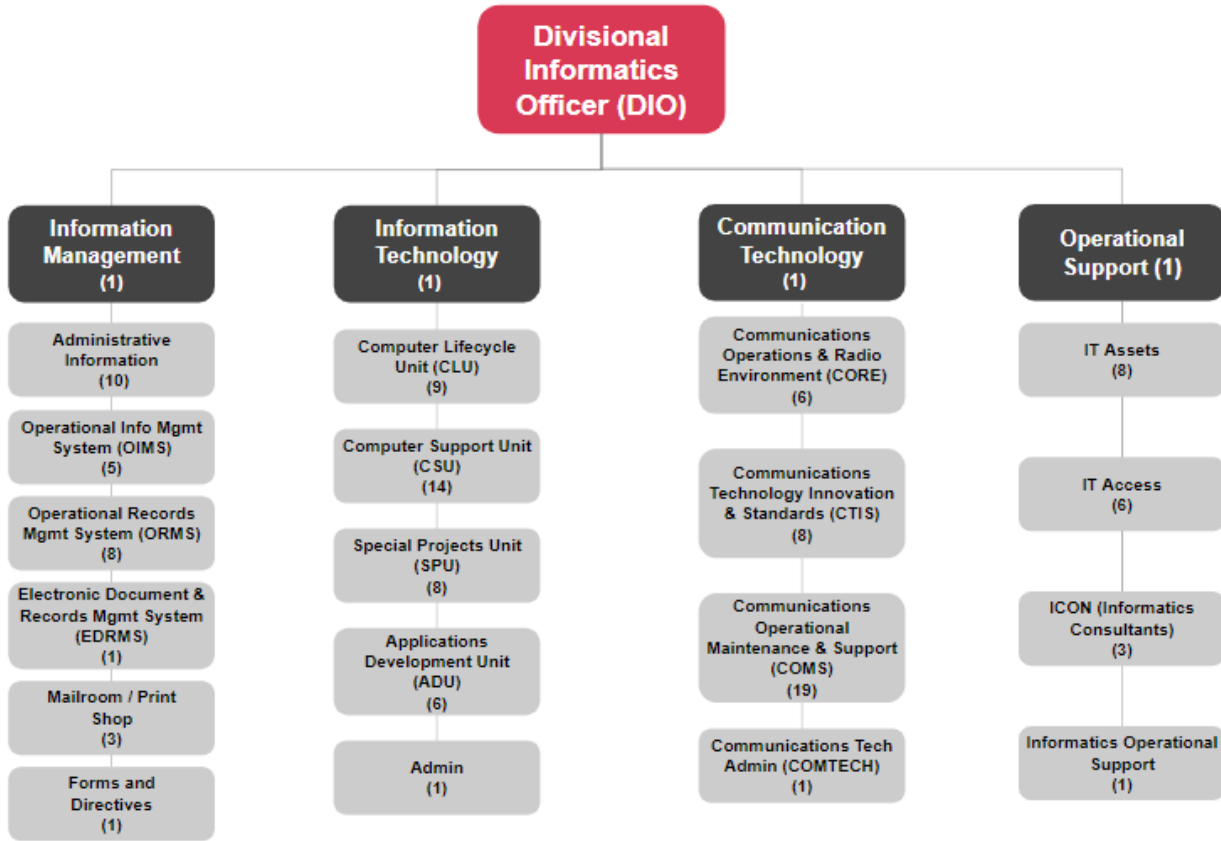
A breakdown of the actual strength of 122 positions is provided in the organization chart. A summary of the responsibilities of each team and subteam[73] is provided in *Supplement F1.*

The Alberta RCMP informatics team is headquartered in Edmonton with staff located in Calgary, Red Deer, Lethbridge, Grand Prairie, Peace River, and St. Paul. Municipalities provide 6 employees to support IT in the Sherwood Park, St. Albert, Red Deer and Wood Buffalo detachments.

National IT Functions and Support Services

Additional support and services are provided by the National IT Department based in Ottawa. These include:

- **Helpdesk:** Support is provided by the national centralized services and provides 24/7 first level IT support for all employees. Any issues that cannot be resolved on the first call are then directed to the Computer Support unit in the Divisional Informatics Staff
- **Contracts:** Centrally negotiated contracts are managed by the Information Management (IM) / Information Technology (IT) program in Ottawa. Currently, software such as IBM I2, Geotime, ArcGIS, and Computer Integrated Information and Dispatching System (CIIDS) of the 341 software applications[74], are part of the centrally negotiated contracts. Costs for these are charged back to the contract partners at the end of the fiscal year
- **Procurement:** Alberta RCMP informatics submits procurement requests to the IT Assets unit with the national IT organization, who will create a work order and complete the necessary paperwork and assign costs to the division at the end of each month. Requests for Volume Discounts (RVDs) are managed by the Program Management and Administrative Services (PM&AS) in Ottawa and are used for computers, laptops, monitors and other peripherals. A visual of the IT assets procurement workflow is provided in *Supplement 7.5*
- **Servers:** Alberta RCMP servers are integrated with the RCMP Ottawa HQ servers and Shared Services Canada servers
- **Data Hosting:** RCMP HQ in Ottawa hosts the data for email, personal storage folders, firearms data, all of the National Police Information Systems (NPIS), Human Resources Management Information System (HRIS), and many others. Please refer to *Supplement F2* for a detailed list of information hosted at the K division and at the RCMP HQ in Ottawa
- **Chief Information Officer (CIO) Sector:** The CIO sector is responsible for identifying, initiating and supporting advancements in technology and business processes. The Relationship and Portfolio Management (RPM) team is the primary contact for new IM and IT initiatives. Alberta RCMP informatics will consult with the RPM on any proposed initiatives or requests for new types of equipment/software, etc.
- **IT Management:** The CIO Sector manages the backend for processes such as antivirus, two-factor authentication, hard disk encryption, firewalls, and operating system patch management

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[73] Source: APPS- IT - Final - 2020-11-27 - *Provided by JSG*
[74] K Division Software Report - Ref IT.8 - 2020-12-03.xlsx - *Provided by RCMP*

Shared Services Canada

Shared Services Canada (SSC) provides digital services and support to the Government of Canada organizations including the RCMP. SSC was established in 2011 to combine IT services such as email and data storage that were previously duplicated and managed by each agency.

- **Mobile Devices:** In fall 2018, SSC returned the responsibilities of managing device inventory and processes for all new smartphone requests and transfer to the RCMP divisions. The Mobile Technology Services Support unit (MTSSU) provides support to all the provinces, creates the Enterprise Mobile Device Management (EMDM) accounts for email activation and maintains the security updates for the devices. Currently, the phones are non-billable to all contract partners
- **Infrastructure Management:** All server management, virtualization, backups, networking, routing and telephony is provided by SSC

Informatics Costs

Funding for some positions in the Divisional Informatics in Alberta is through the PPSA contract while other positions are through Specialized Policing Services Funding, which is federally funded and not charged back to the PPSA. Cost recovery information for any national or SSC support has not been provided.

Exhibit 9.8: Informatics FTE Summary

Department	#FTEs funded through PPSA Contract Policing	#FTEs funded through Federal Funding (Specialized Policing Services Funding)	Total FTEs
Information Management	0	29	29
Communication Technology	31	4	35
Operational Support	9	10	19
Information Technology	24	15	39

PROS

Overview

PROS is the Police Reporting and Occurrence System for the RCMP across Canada, except in British Columbia and Halifax. PROS integrates the entire scope of RCMP processes for collecting, managing, sharing and analyzing police information. The sharing of this information allows police services to ensure that investigators have current and relevant information while conducting investigations that cross different boundaries and borders. Numerous other police agencies (non-RCMP) from across Canada have also adopted PROS as their official records management system.

Integration with Other Data and Record Management Systems

PROS is not integrated with Edmonton police service (EPS) or Calgary police service (CPS). EPS and CPS use a different product; however, some EPS and CPS employees are provided access to search the PROS database and vice versa.

The PROS unit is also known as the OIMS unit (Operational Information Management System).

PROS Costs

Under the most recent police services agreements, the contract partners are responsible to pay for their share of the costs for PROS. Each contract partner's share of costs is calculated based on the costs to the RCMP of maintaining and providing PROS during the previous fiscal year.

The calculation multiplies the PROS rate[75] for each fiscal year (determined by the prior year costs of providing and maintaining PROS) by the FTE utilization of the members under each agreement, at the applicable cost share.

The PROS related costs over the last 3 years are presented below. Cost recovery information for MPSAs is calculated based on the data provided by ~20 municipalities.

Exhibit 9.9: PROS Cost Summary, FY 17-18, FY 18-19, and FY 19-20

	FY 17-18	FY 18-19	FY 19-20
PROS Rate	$550.10	$680.51	$709.53
PPSA Billable Costs	$794,862	$983,631	$1,041,405

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[75] APPS IT Update FINAL 2020-12-03 - *Provided by RCMP*

| FNPP Billable Costs | $30,466 | $37,740 | $39,343 |
| MPSA Billable Costs | $562,000 | $801,000 | $826,000 |

## 9.c. (ii) Operations Strategy Branch (OSB)

Overview-

The OSB has oversight for K-Division contractual and financial aspects, as well as strategic direction of the Alberta RCMP. OSB is made up of 3 key sub-units:

- **Business Management:** Manages strategic planning initiatives, including the development of the Division's strategic framework – joint business plan, program strategies and Commanding Officer priorities. The department also coaches detachment commanders on strategic planning initiatives. Other responsibilities include strategic financial spending plan and oversight of expenditures against the plan and contract partner reporting. The unit also develops and manages MOUs and other contractual arrangements with external agencies and budget oversight for Contract Policing.
- **Business Intelligence / Strategic Analytics and Research Unit (SARU):** Develops intelligence analysis tools, methodologies and products as well as providing recommendations for the implementation of new tools as they become available. SARU develops analytical tools, for example, the workload analysis tool used to determine allocation of resources. SARU is in the process of being restructured under the CROPS organizational structure. The current SARU positions will be rebranded to become the Business Analysis and Research unit (BARU) in 2021.
- **Client Service Delivery / Implementation & Improvement:** Responsible for managing all requests from external contract stakeholders, including PPSA, MPSA, CTA, and Métis. Acts as a point of contact for all questions, concerns and requests related to Contract Policing, including the Accommodation Program.

Organization Structure

The OSB team is headed by the Overall in Charge (OIC), Operations Strategy Branch and oversees the previously described teams. The OIC reports to the Division Administration Officer.

.Exhibit 9.10: OSB Organizational Structure
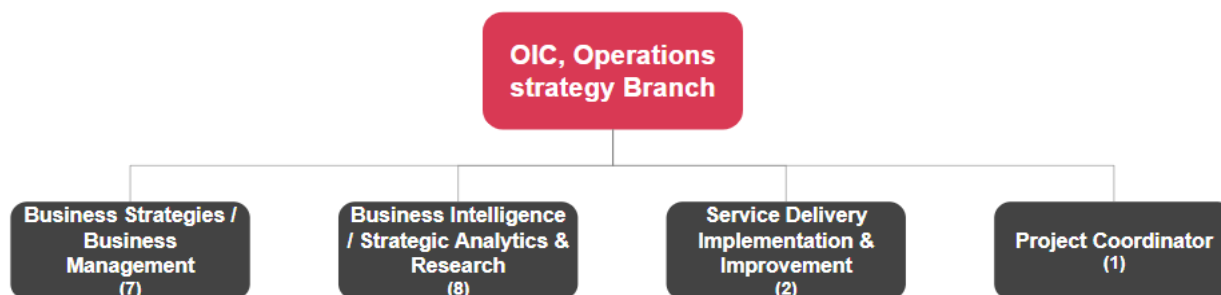
The total authorized strength for OSB is 19 positions and is broken down into 2 regular members (OIC and IC Service Delivery/Implementation & Improvement), 3 civilian members (1 Business Intelligence / Strategic Analytics & Research Manager and 2 Analysts) and 14 public service employees. All employees are located in Edmonton.

OSB Costs

All OSB costs are funded either through Internal Services Division Administration costs or the PPSA. Actual breakdown of the resources under each type of funding has not been provided.

9.c. (iii) Strategic Communications

Overview

Strategic Communications provides communications advice and support to internal and external clients based on the Alberta RCMP's strategic priorities. Strategic Communications is responsible for the identification and analysis of communication needs, the provision of strategic communications advice, the planning and delivery of communications products, the evaluation of communication effectiveness and the development of Alberta RCMP communications policies.

Organization Structure

The Strategic Communications team is headed by the Director of Strategic Communications and encompasses the following teams:

Exhibit 9.11: Strategic Communications Organizational Structure

The total authorized strength for strategic communications is 20 positions. The team is located at the Central, Western, Eastern, and Southern district offices as well as Alberta RCMP headquarters in Edmonton.

Strategic Communications Costs

All Strategic Communications positions fall under Internal Services and charged through the Division Administration costs. Costs are not directly charged to any client units/detachments/shared services functions that use Strategic Communications services.

9.c. (iv) Action, Innovation & Modernization (AIM)

Overview

The AIM program is responsible for seeking out and leveraging new and existing solutions and technologies to improve the daily and future operations of the Alberta RCMP. The AIM program works collaboratively with internal and external resources to identify efficiencies.

Organization Structure

The unit consists of 1 Regular Member (Inspector) who reports to the Division Administration Officer and is located in Edmonton.

AIM Costs

The Inspector's position is funded under Internal Services and charged through the Division Administration costs.

9.d Corporate Services

Overview

Corporate Services administers programs that facilitate the planning and provision of the goods and services required to support operations for the Alberta RCMP and in the Northwest Region. In Alberta, Corporate Services works closely with the Business Management section of Operations Strategy Branch supporting the following areas:

- **Fleet Management & Post Garage:** Provides the planning, acquisition, maintenance and disposal of divisional fleet, and fit-up of all marked and unmarked police vehicles
- **Materiel Management:** Provides material related services across the region, including unit inventory management; disposal of surplus movable assets; divisional operational stores, and kit and clothing services at depot
- **Procurement & Contracting:** Provides for the acquisition of low to high dollar value and complexity (risk) goods and services and construction. This includes participating in the consultation process with the technical authority and participating on evaluation committees regarding procurement, contracting and contract management services
- **Business Integration:** Delivers on integrated service delivery projects and process improvements, both internal to Northwest Region - Corporate Management Branch and externally in partnership with the Alberta RCMP

Exhibit 9.12: Corporate Services Organizational Structure

The Corporate Services team is headed by the Regional Director, Corporate Services. The Regional Procurement & Contracting, Regional Fleet Manager, and Regional Manager for Material Assets have teams under them that service the Northwest Region. The total authorized strength for the Northwest Region is 142 positions and breakdown of the K division dedicated resources was not provided. Corporate Services employees are located across Edmonton, Depot, Winnipeg, and Regina.

Corporate Services Costs

All Corporate Services are charged to Internal Services and the costs for these positions are charged through Division Administration costs.

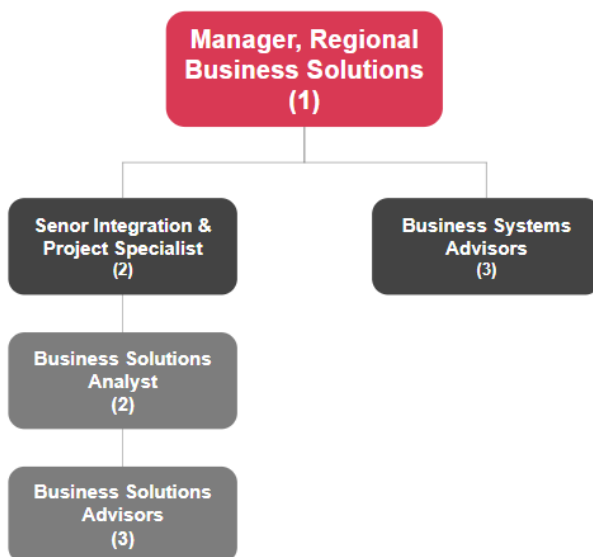# 9.e Corporate Services: Business Systems

Overview

Business Systems is the functional work unit that provides a full suite of services for TEAM Portal and TEAM SAP/GUI (Desktop). These include:
- Helpdesk support
- Analysis of user requirements
- Development of standardized business processes for operational and administrative clients
- Design, development and delivery of integrated role-based training solutions

Organization Structure

The Regional Business Solutions Manager heads up the Business Systems Team. The total authorized strength is 11 positions for this unit.

Exhibit 9.13: Regional Business Solutions Organizational Structure

All positions are located in Winnipeg.

Corporate Services: Business Systems Costs

All Business Systems positions are charged to Internal Services and the costs for these positions are charged through Division Administration costs.

9.f Real Property and Project Management

Overview

The Real Property and Project Delivery Office encompasses all services related to land, fixtures attached to the land and improvements on, above or below the surface of the land. This includes services in the following:
- **Real Property Asset Management:** provides real property services including building inspections, maintenance management, utility tracking, minor repair projects, portfolio program planning, service contracts, lease contracting and regulatory compliance for the Alberta RCMP, and D, F, G, V, and T Divisions
- **Project Management:** provides investment analysis through business case development and project management services for the delivery of major capital projects and higher risk minor capital and O&M projects (e.g. lease fit-up)
- **Environmental Services:** provides consultative expertise on environment and sustainable development issues and risks associated with operations and administration, as well as regulatory and legislative compliance and oversight
- **Fire Protection:** provides advice, guidance, inspections and drawing reviews vital to safety, Real Property protection and business continuity for Northwest and Pacific Regions

Organization Structure

The Real Property and Project Management team is headed by the Regional Director. The total authorized strength is 30 FTES in this unit, supporting 6 divisions. The employees are located in Edmonton, Winnipeg, Regina, and British Columbia

Exhibit 9.14: Real Property & Project Delivery Office Organizational Structure

Real Property and Project Management Costs

All Real Property services are charged back through Internal Services. The only exception is Environmental Services, which is not charged back, and the costs are funded federally.

9.g Shared Programs

This section provides an overview of some shared national programs that are used by the K division.

Exhibit 9.15: National Programs Overview

9.g. (i) Cadet Training Program

Program Overview

RCMP officers supporting the PPSA, MPSA and FNPP undergo a federal Cadet Training Program (CTP) at the RCMP's central training depot in Regina, SK. The CTP is a 26-week training program for all new RCMP recruits and provides a foundation of knowledge, skill and experience that members carry throughout their policing career. The CTP spans 860 hours across the following subjects:

1) Applied Police Sciences
2) Firearms
3) Police Defensive Tactics / Immediate Action Rapid Deployment
4) Police Driving
5) Operation Conditions
6) Drill & Deportment

Upon successfully completing the CTP, cadets may be offered employment as members of the RCMP and given Peace Officer status. Once employed, they must then complete a 6-month Field Coaching Program at a selected training detachment where they are involved in everyday police duties under the supervision of a Field Coach.

Organization Structure

The CTP is conducted at the RCMP's Depot Division in Regina, SK. In FY 19-20, ~560 RCMP FTEs were involved in facilitating and administering the program of which 242 are trainers, and the rest provide support and infrastructure related services. In FY 19-20, 1,134 cadets graduated from the training program of which the K division was forecasted to receive 166 new recruits.

Due to COVID-19, the Depot temporarily suspended training in March 2020 and sent 16 troops home prior to the completion of the program. The suspension has delayed the entire training schedule, however, since June 2020, troops are gradually returning to Depot. The uncertainty following COVID-19 and its restrictions have affected the Depot's ability to operate at full capacity to meet its FY 20-21 commitments.

Cadet Training Program Costs

Costs in the Cadet Training Program Rate include overall costs of cadet training, support, kits and clothing, and some infrastructure and minor capital expenses (renovation of buildings, etc.). Major capital expenses (construction and acquisition of facilities) driven by the CTP appear to be excluded when determining the Cadet Training Program Rate. Other excluded costs include cost and recoveries for National Law Enforcement Training (NLET), Operational Skills Maintenance training (OSM/Block), Correctional Service of Canada (CSC), meetings and conferences and other RCMP training.

The total cost for the RCMP's CTP in FY 19-20 was ~$100.9m against a forecast of ~$112.4m. FY 19-20 costs were below the forecast in light of COVID-19 disruptions to in-person training.

The RCMP charges contracting partners for the CTP using a flat Cadet Training Program Rate for each FTE utilized in the Contract Policing arrangement. For FY 19-20, total costs for CTP was $13.3m. The total cost charged to Alberta is then adjusted based on the contract partner's share. A breakdown of these costs by partner share is presented below. Please note that the MPSA share of costs is estimated based on prorated cost categories based on the data provided by ~20 municipalities.

Exhibit 9.16: Cadet Training Program Cost Sharing Overview, FY 19-20

FY 19-20	Federal Cost Sharing %	Contract Partner cost sharing %	Federal Cost	Contract Partner Cost	Total Cost (CAD, m)
PPSA	30%	70%	$2.1m	$4.9m	$7.0m
MPSA <15k	30%	70%	$0.5m	$1.2m	$1.7m
MPSA >15k	10%	90%	$0.4m	$3.5m	$3.9m
CTA	52%	48%	$0.1m	$0.2m	$0.3m
ALERT	30%	70%	$0.1m	$0.3m	$0.4m
Total Cost			**$3.2m**	**$10.1m**	**$13.3m**

9.g. (ii) Police Dog Training Program

Program Overview

The Police Dog Service Training Centre (PDSTC) provides training and quality control for all RCMP Police Service Dog teams. It also provides training and validations to other public safety agencies on a cost recovery basis. The PDSTC acts as the policy centre for all matters related to dog handling, and provides core program functions, including breeding and imprinting dogs, training, re-training and re-teaming dog handlers, and conducting annual validation of dog teams.

The initial course for first-time dog handlers is a minimum of 85 days. Each dog-handler team, made up of 1 dog and 1 Member, must progress through 3 distinct and progressively more difficult levels of training across the following topics:

1. Obedience
2. Agility
3. Criminal Apprehension
4. Tracking Rural Environment
5. Retrieving
6. Searching

Each team must be tested or validated at each level by a senior trainer. Upon completion of Level 3, the team graduates to active field duties. Teams are revalidated 6 months after graduation. There is a level 4 Field Handler Variation involving the same profiles as level 3 at a higher difficulty. Teams must successfully validate on a yearly basis to remain an active Police Dog Service (PDS) team.

Organization Structure

The PDSTC reports to the RCMP's Depot Division and has 24 FTEs across Management, Breeding Program, Imprinting Program, and Training Program. There are no anticipated changes in the organization structure from now until 2024.

Police Dog Training Program Costs

Only the costs for training and supplying dogs are billed back to all contract partners at a fixed rate per year, per dog team as per Article 11 of the PPSA. In FY 19-20, the PDSTC costs under the PPSA were $385k. The total cost charged to the contract partner is then adjusted based on the contract partner's share. Under the PPSA, Alberta was charged 70%, resulting in actual charges of $270k in FY 19-20. Costs under the MPSA for PDSTC were not provided and there are no police dog teams under CTA.

9.g (iii) National Recruiting Program

Program Overview

The National Recruitment Program (NRP) is responsible for all aspects of Regular Member recruitment which includes oversight over recruitment, development & implementation of recruiting policy, processes and tools, and reporting. The NRP works closely with internal stakeholders to ensure consistent processing of qualified applicants to the RCMP Training Academy, Depot.

The stakeholders are:
- Divisional Proactive Recruiters
- National Recruiting Processing Center (NRPC)
- National Recruiting Health Services (NRHS) team

- Truth Verification Services
- Departmental Security Branch
- National Communication Services (advertising and marketing)

The NRP conducted an integrated assessment to address the challenges of the program which include a 16 month processing time, increasing depot attrition rate, and a reduced advertising budget. A number of changes were implemented as a result of the assessment which includes an RCMP entrance exam, proactive recruiting, and outsourcing medical & psychological screening to streamline processing time.

Organization Structure

In FY 19-20 the NRP had ~270 employees. The NRP employees fall in 3 categories: Processing Centre, Proactive Divisional Recruiting, and Policy Centre.

National Recruiting Program Costs

The costs of NRP include management & oversight, proactive recruiting, processing, applicant medical costs, Physical Ability Requirement Evaluation (PARE), Pre-Employment Polygraph (PEP), and investigation and interviews of candidates.
The total cost of the NRP in FY 19-20 was ~$26.1M against a forecast of ~$30.9M. The variance was a result of staff departures, staffing delays, and restrictions to the national advertising campaign.

The RCMP charges contracting partners for the NRP using a flat NRP rate of $1,293 for each FTE utilized in the Contract Policing arrangement. For FY 19-20, the total NRP costs were $3.59m for the PPSA, MPSA, CTA and ALERT. The total cost charged to the contract partners is then adjusted for based on the contract partner's share.

A breakdown of these costs by the contract partner is presented below. Please note that the MPSA share of costs is estimated based on prorated cost categories based on the data provided by ~20 municipalities.

Exhibit 9.17: National Recruiting Program Cost Sharing Overview, FY 19-20

FY 19-20	FTE Utilization	Federal Cost Sharing %	Contract Partner cost sharing %	Federal Cost	Contract Partner Cost	Total Cost (CAD, m)
PPSA	1,467.74	30%	70%	$0.57m	$1.33m	$1.9m
MPSA <15k	357	30%	70%	$0.14m	$0.32m	$0.46m
MPSA >15k	813	10%	90%	$0.10m	$0.95m	$1.05m
CTA	55.45	52%	48%	$0.02m	$0.05m	$0.07m
ALERT	83	30%	70%	$0.03m	$0.08m	$0.11m
Total Cost				$0.86m	$2.73m	$3.59m

10 Supplement

10. Supplement

Supplement A: Alberta's Policing Environment

A1: First Nations Police Program Participants[76]

First Nations Communities By CTA	Detachment	Maximum Authorized Complement	Term of CTA
Alexis Nakota Sioux Nation	Mayerthorpe	3 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Bigstone Cree Nation	Wabasca/Desmarais	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Duncan's First Nation	Peace River	1 Member	April 1, 2014 - March 31, 2021
Enoch Cree Nation	Spruce Grove	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Ermineskin Tribe	Maskwacis	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Little Red River Cree Nation	Fort Vermilion	5 Members and 1 Support Staff	January 1, 2015 - March 31, 2021
Louis Bull Tribe	Maskwacis	2 Members and 0.5 Support Staff	April 1, 2014 - March 31, 2021
Montana First Nation	Maskwacis	2 Members and 0.5 Support Staff	April 1, 2014 - March 31, 2021
O'Chiese First Nation	Rocky Mountain House	2 Members	April 1, 2014 - March 31, 2021
Onion Lake Cree Nation	Onion Lake	2 Members and 0.5 Support Staff	April 1, 2014 - March 31, 2021
Piikani Nation	Piikani Nation	3 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Saddle Lake Cree Nation	St Paul	3 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Samson Cree Nation	Maskwacis	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Sawridge First Nation	Slave Lake	[ ]	April 1, 2014 - March 31, 2016
Siksika Nation	Gleichen	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Stoney Nakoda (Eden Valley) First Nation	Turner Valley	2 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Stoney Nakoda (Morley) First Nation	Cochrane	2 Members	April 1, 2014 - March 31, 2021

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[76] Alberta FNCPS Framework Amendment 5

Sturgeon Lake Cree Nation	Valleyview	3 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Sunchild First Nation	Rocky Mountain House	2 Members	April 1, 2014 - March 31, 2021
Tallcree Tribal Government	Fort Vermilion	4 Members and 1 Support Staff	January 1, 2015 - March 31, 2021
Whitefish Lake #128 (Goodfish) First Nation	St Paul	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Woodland Cree Nation	Peace River	4 Members and 1 Support Staff	April 1, 2014 - March 31, 2021
Total Budget Projections		**64 Members and 15.5 Support Staff**	

A2: Métis Communities Policed Under the PPSA[77]

RCMP Detachment	Communities
Boyle	Buffalo Lake Métis
Cold Lake	Elizabeth Métis
Elk Point	Fishing Lake Métis
High Level	Paddle Prairie Métis
High Prairie	East Prairie Métis, Gift Lake Métis, Peavine Métis
Lac La Biche	Kikino Métis

A3: First Nations Independent Policing

Independent First Nations Police	Communities
Blood Tribe police service	Blood Tribe
Lakeshore police service	Sawridge First Nations Swan River First Nation, Driftpile Cree Nation Sucker Creek First Nations Kapawe'No First Nation
Tsuu T'ina Nations police service	Tsuu T'ina Nation

A4: ALERT Projected Funding 20-23

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[77] MoU between RCMP and the Métis Settlements General Council on April 1, 2013

	Projected Funding	Projected Funding	Projected Funding
Sources	2020-2021	2021-2022	2022-2023
Provincial Funding	29,100,000	29,100,000	29,100,000
Provincial Platform Commitments Funding	11,800,000	11,800,000	18,300,000
Guns and Gangs Grant + Restricted	1,525,000	2,652,000	2,652,000
30% Federal Funding (Estimate)	15,896,000	16,624,000	17,062,000
Interest Income (Estimate)	490,000	451,000	315,000
Available Accumulated Cash Balance	1,168,000	124,000	482,000
Guaranteed Investment Certificates	1,000,000	5,000,000	0
Total	60,979,000	65,751,000	67,911,000
YoY Growth		8%	3%

Source: ALERT Business Plan 2020-23
*Funding Summary or 2019-20 not provided

Private & Confidential

Specialized Policing Area: Community Policing

Specialized Policing Area	Community Policing
Scope of Capabilities	- The Community Policing Unit consists of a number of sub-units, each responsible for the oversight and administration of programs aiming to support and engage Albertans from all areas of the province and all demographic groups **Community Liaison Program** (Community Partnership & Engagement): Provides operational support and guidance on hate crime investigations. The unit develops policy and operational guidance documents for investigators **Hate/Bias/Diversity Program:** Engages over 30 agencies and stakeholders at the local, provincial and national level to collaborate on training members and engaging diverse communities. The program also collaborates with other RCMP programs that are focusing on diversity and inclusion **Restorative Justice Programs**: Promoted by the Alberta RCMP through active engagement with detachments, community groups and post-secondary institutions. This also includes Youth Justice Committees, Adult Restorative Justice and Indigenous Justice Initiatives **Youth Strategies Program**: Responsible for developing and implementing Youth Strategies that align with the Alberta RCMP's strategic priorities & the RCMP National Youth Services strategy. The program gathers information on youth involved crime and victimization in Alberta to guide organizational direction, education, prevention and intervention **Victims Services Program**: Provides guidance to 68 Victim Services Units and their 125 host detachments. The Victim Services Units (VSU) are volunteer based and housed within the detachments. The local VSUs can offer victims information about the criminal justice system, referral to support agencies and short-term crisis support, and/or, if needed, court support **Victims of Crime Financial Benefits Program**: Responsible for receiving, reviewing, tracking and preparing reports in relation to applications received by the Alberta Justice and Solicitor General Victims of Crime Financial Benefits Program. The program reviews the information in the application and conducts research in various police databases (PROS, National Police Information Records System, and Canadian Police Information Center) **Rural Police and Crisis Team (RPACT) Program**: Mobile crisis unit that provide services to 11 detachments around the Alberta capital region. Able to provide enhanced support for front line members who are responding to mental health calls for service **Integrated Offender Management (IOM):** Manages Alberta RCMP's provincial offender management strategy. The IOM constables work with the JSG to bring stakeholders together to manage offenders in a collaborative way to reduce recidivism **Relationship Violence Program:** Responsible for updating policy, providing support and subject matter expertise to the frontline officers on domestic violence. The unit develops and delivers training for Alberta RCMP members as well as maintaining effective and collaborative relationships with external partner agencies
Specialist Organizations Structures	- Community Policing has 23 positions - Community Liaison Program unit consists of 1 Sergeant and 3 Corporal positions - Youth Strategies Program consists of 1 Regular Member and 1 Public Service Employee - Victim services consists of 3 public service employees positions. There are also 1025 volunteers. - Victims of Crime Financial Benefits program has 1 analyst - RPACT program has 2 police officers and 2 Mental Health Therapists - Victim services is comprised of 3 public service employees positions - IOM team has 2 constables - The Relationship violence program team consists of 1 Sergeant, 1 training corporal and 2 constable analysts
Specialized Training	The various sub-units under Community Policing require training in their specialized areas. These trainings are delivered through online courses, on-the job training, and in person training
Location of Specialists	- District Relationship Violence Coordinators who report through district lines, are based out of the district headquarter offices - Grande Prairie, St. Paul, Leduc and Airdrie - Integrated Offender Management positions are located in Edmonton and Calgary - All other positions are located at the Edmonton Headquarters
Cost Recovery	- The Victims of Crime and Financial Benefits are funded by the Alberta JSG Victims Crime Fund - Victim Services program is funded by the Alberta Victims of Crime Fund and The Alberta RCMP (K Division) - The Integrated Offender Management positions are funded via the PPSA - All other positions in community Policing are PPSA funded
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	- Performance metrics regarding community engagement, relationship violence, youth and restorative justice can be found in the Justice and Solicitor General/Alberta RCMP Joint Business Plan - Individual performance is evaluated based on an Annual Performance Agreement - A Regular Member's performance is evaluated based on the completion of a Performance Evaluation

	and Learning Plan, which assesses the organizational and functional competencies of the employee.
Equipment	• There is no specialized equipment required • Employees require standard office equipment
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Community Policing - Crime Stoppers/ Citizens on Patrol/ Rural Crime Watch

Specialized Policing Area	Community Policing - Crime Stoppers/ Citizens on Patrol/ Rural Crime Watch
Scope of Capabilities	• The Crime Stoppers, Citizens On Patrol (COP) and Rural Crime Watch (RCW) portfolios are managed by one Sergeant. They work with Crime Reduction and Crime Prevention units to ensure public safety in collaboration with 2,500 volunteers in Citizens on patrol and 16,000 volunteers in Rural Crime Watch • **Citizens on Patrol**: The Sergeant works closely with the Alberta Citizens on Patrol Association (ACOPA) to collaborate on crime prevention initiatives and provides guidance on how to reduce crime Alberta. Through this partnership, protocols have been developed and are regularly reviewed to ensure there is consistency within the patrol teams when observing and reporting unusual or illegal activity • **Rural Crime Watch**: The Sergeant works closely with the Alberta provincial Rural Crime Watch Association (APRCSA) to address issues and identify best practises RCW. The Sergeant also works with detachments to promote the local RCW programs and solicit community engagement. • **Crime Stoppers Program:** The portfolio works with Crime Reduction and Crime Prevention units. The portfolio processes all tips received on crime and liaises with the Crime Stoppers Associations. The program has partnerships with many provincial crime stopper associations to have a coordinated response to preventing crime and processing tips. These associations operate independently with their independent governance.
Specialist Organizations Structures	There are 2 positions within this branch of Community Policing: • A Public Service Employee position reports to the Crime Stopper Coordinator (Sergeant) • The Sergeant in charge of the portfolios reports to the Staff Sergeant in charge of Community Policing • Citizens on Patrol have 2,500 volunteers • Rural Crime Watch has 16,000 volunteers
Specialized Training	• No specialized training is required
Location of Specialists	• Edmonton Headquarters
Cost Recovery	• Funded by the PPSA
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The Officer in Charge of Community and Indigenous Policing assesses and tracks the work of the unit • Public service employees performance is evaluated based on completion of a performance evaluation and Learning Plan which assess the organizational and functional competencies of the employee
Equipment	• There is no specialized equipment required • Employees require standard office equipment • The Sergeant requires standard personal issue equipment as an operational police officer.
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Critical Incident Program

Specialized Policing Area	Critical Incident Program (CIP)

Scope of Capabilities	• The CIP supports provincial, municipal or federal units when they require assistance to respond & manage events that are outside the scope of a local detachments or units. (Shootings, armed individuals, hostages)
	• There are 8 Teams under the CIP
	  1. **Emergency Response Teams (ERT)** RCMP's tactical unit (also referred to as SWAT teams). Deployed to policing situations that are beyond the means of front-line regular members (hostage taking, high risk firearm complaints, etc.)
	  2. **Crisis Negotiator Team (CNT)**: Link between mental health professionals to de-escalate situations involving people in a mental health crisis
	  3. **Special Tactical Operations team (STO)**: Deal with unlawful assemblies and crowd control events in Alberta or in Canada and "Rapid response" team to respond and attend to natural disasters and assist local detachments, man made disasters (bombs, chemical spills, etc.), crime scene assistance or evidentiary searches
	  4. **Emergency Medical Response Team (EMRT)**: Tactical medics
	  5. **Emergency Support Unit (ESU)**: Responsible for maintaining communications and driving large assets to a scene
	  6. **Critical Incident Commanders:** Trained Commission Officers
	  7. **Critical Incident Command Scribes**: Note takers for the Critical Incident Commander
	  8. **Tactical Operations (TacOps)**: Extensive ERT experience and are part of the command group for critical incident event deployments

Specialist Organizations Structures	• CIP Program has 31 FT positions and 208 PT positions • Part time roles are filled by members who are deployed within a 40km radius of Edmonton and Calgary • ERT: 31 full time employees, and 10 part time • CNT: 22 part time members • Critical Incident Commanders: 6 part time members • TacOps: 3 part time members • ESU: 20 part time members • Critical Incident Commander Scribes: 6 part time members • STO: 125 part time members • EMRT: 10 part time members

Specialized Training	• ERT Full time members train 60 to 80 hours per month depending on their assigned skill profiles. All ERT members are required to meet 40 hours training per month and speciality training.
	  1. Sniper Training: 5-week course in Ottawa, with 18 days annual maintenance
	  2. Rappel Master Training: 2-week course, with 6 days annual maintenance
	  3. Aircraft Assault Training: 1-week course with 1-week annual recertification
	  4. Explosive Forced Entry Training: 3-day course
	  5. Team Leader: 2-week course
	• CNT: 2-week course. Annual 3-day workshop, annual 4 day conference and 1 day per month of training
	• Critical Incident Commanders: 2-week course
	• ESU: 5 days training
	• EMRT: 5-day recertification and 2 days semi-annual recertification

Location of Specialists	• Located in Edmonton and Calgary • All assets such as armoured vehicles are located in cities
Cost Recovery	• Program is funded by Alberta • Certain exceptions are defined in Article 9 of the PPSA, governing the cost recovery of policing Emergencies and Special Events
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Performance measures are specific to the mandates of each unit within the CIP • All CIP members must meet unit standards and part time employees must be in good standing at their home units.
Equipment	• Large assets (armoured vehicles) procured nationally but each Division pays for a proportion of the cost. • RCMP owns the large assets • Night vision, personal protective gear and firearms are personal issue for the ERT. All other ETR assets are shared • All equipment is managed at the provincial level
Rural and First Nations Communities	• Services do not differ based on geographies

Specialized Policing Area: Critical Incident Program - Special Tactical Operations (STO)

Specialized Policing Area	Special Tactical Operations (STO)
Scope of Capabilities	• Special Tactical Operations (STO) is unit under the Critical Incident Program (CIP) • STO's Primary role is to act as Public Order Troops to deal with unlawful assemblies and crowd control events in Alberta or in Canada • Secondary role: "Rapid response" team to respond and attended to variety of events such as natural disasters and assist local detachments, man made disasters (bombs, chemical spills, etc.), crime scene assistance or evidentiary searches • The team is also trained to conduct counter terrorism search operations.
Specialist Organizations Structures	• STO has 125 PT positions • STO divided into 10 teams with 125 regular members who volunteer for this extra duty. No full time STO members. • Teams range from 10-15 per team. Each team has both a Team Leader and an Assistant Team Leader

Specialized Training	• Training differs based on the roles with the team
	  1. ORT: Team is trained nationally with semi-annual re-certifications
	  2. Public Order Commanders: 1 week Tactical Troop Commanders Course
	  3. Gas/ Less Lethal team: national certification with trainers embedded in teams
	  4. Evidence Gathering Team: Training offered by Calgary police service
	  5. Search & Canvas teams: divisionally certified 4 day training
	  6. All other teams require 10 days of training broken up into 2 training sessions of five days each

Location of Specialists	• Teams are located in South West Region / Calgary Rural, South Region, Calgary, Red Deer, Central Alberta district, Edmonton Region, West Alberta district, Grande Prairie / High Level Region, Sherwood Park, Eastern Alberta district • Tactical troops are deployed to regular duties throughout the division
Cost Recovery	• STO Team costs flow through CIP • CIP is provincially Funded • Certain exceptions are defined in article 9 of the PPSA, governing the cost recovery of policing Emergencies and Special Events
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• After action reports are drafted to the Management following a deployment of the STO team with recommendations and potential implementation plans for future deployments • Feedback is also solicited from the requesting units/ detachments/districts
Equipment	• STO general kits, and clothing are not shared amongst the team while all other equipment is shared • Procured, owned, and managed at the provincial level • Specifications of certain equipment is managed federally (e.g. trucks, riot gear)
Rural and First Nations communities	• Services do not differ based on geographies • STO has special equipment to respond to rural/remote locations (e.g., ATVs and specialty equipment) • STO composed of members across Alberta RCMP posted at many types of detachments who provide knowledge including experience in Indigenous communities

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Specialized Policing Area: Criminal Operations- Court Services

Specialized Policing Area	Court Services
Scope of Capabilities	• The roles and responsibilities of Court services differ based on the municipality and are determined by the individual detachments • The larger municipal detachments Court services employees' duties include completing court disclosures, assisting the Crown Prosecutor, attending the courthouse, and adding the court disposition to the PROS file and court file after court proceedings • The smaller detachments Court services employees have members attend court to act as the court liaison to assist the Crown Prosecutor with the court docket, update the court disposition to the PROS file and court file after court proceedings • For regions in the province that are not serviced by the Alberta Sheriffs, RCMP Court services members are responsible for transportation and managing prisoners who have been remanded in custody or are serving sentences
Specialist Organizations Structures	• Detachments are responsible for Court services for their own jurisdiction, these positions are part of the detachment structure
Specialized Training	• Training occurs through informal mentorship at the detachment level
Location of Specialists	• Across the province
Cost Recovery	• Funded municipally or provincially depending on the location of the detachment
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• No specific performance measures for employees • Performance of the service is measured through the number of cases that are submitted to the Crown, and the disposition of the file
Equipment	• No specialized equipment is required for Court services
Rural and First Nations Communities	• Services do not differ across geographies • The court processes may differ across locations in accordance with available infrastructure and community traditions

Specialized Policing Area: Criminal Operations - Criminal Intelligence Coordinators

Specialized Policing Area	Criminal Intelligence Coordinators

Scope of Capabilities	• The Criminal Intelligence Coordinator (CIC) program focuses on enhancing detachment level investigations. The goal is to promote targeted investigations using more advanced techniques (where appropriate) by integrating intelligence
	• The group is responsible for:
	  1. Assisting districts by bringing specific data and intelligence to investigations
	  2. Mentoring detachment members on how to recruit and manage Confidential Informants
	  3. Liaising with the Crime Reduction unit Teams and Criminal Analysts
	  4. Reviewing all Confidential Informant Debriefing Reports for the district
	  5. Identifying major trends within the district and advancing tactical intelligence-based operations
	  6. Building relationships to facilitate information sharing

Specialist Organizations Structures	• There are 5 positions in this unit • There is 1 provincial Coordinator (Sergeant) in Edmonton • There are 4 district Coordinators (Corporal) in different districts (Grande Prairie, St. Paul, Leduc, Airdrie) across Albert • These 5 positions in this program fall under a federal reporting line. Details were withheld due to the sensitive and secure nature of the work
Specialized Training	• CIC members must have experience in the management of Confidential Informants and Major Case Management • Specialist training is available through the Alberta RCMP and the Canadian Police College but is not a requirement for working in the unit.
Location of Specialists	• Located in Edmonton, Grande Prairie, St. Paul and Airdrie • Each Member provides assistance to the district they are assigned to, resulting in total coverage of the province • When required some or all of the CIC resources can converge on 1 location to address a specific issue
Cost Recovery	• Funded by the PPSA
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The unit's progress is reported in the Joint Business Plan. • Employee performance is evaluated based on completion of a Performance Evaluation and Learning Plan which assess the organizational and functional competencies of the employee
Equipment	• Equipment requirements are basic and consistent with plainclothes policing duties. The only additional equipment required is a computer and a vehicle • The vehicle and computer are issued by the units • Owned and managed provincially
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Criminal Operations - DNA Exhibit Coordinator

Specialized Policing Area	Criminal Operations - DNA Exhibit Coordinators
Scope of Capabilities	• The DNA Exhibit Coordinator provides subject matter expertise, guidance and advice to law enforcement/justice agencies and departments on DNA program related issues, trends and strategic direction. The DNA Exhibit Coordinator sits under criminal operations • The coordinator ensures that all DNA court orders relative to Alberta RCMP investigations are carried out in accordance with the Court Order specification and appropriate procedures. The coordinator maintains storage of DNA exhibits received and ensures records are up to date. • The coordinator also plays a role in coordinating and monitoring all training within the province as mandated by DNA Legislation • The coordinator monitors and assess the effectiveness of the DNA program in the province. This includes developing policies, procedures and guidelines in conjunction with provincial and National policies
Specialist Organizations Structures	• The Coordinator is a Public Service Employee that reports to the Staff Sergeant Risk Manager in Criminal operations. • These positions support all units and business lines in the province
Specialized Training	• The role requires knowledge of the legislations and policy on DNA collection, analyses, retention and destructions. • There is also various database training and access needs to be completed, including PROS, JOIN, ORCA, CPIC and any other related records management systems
Location of Specialists	• Falls under criminal operations which is located in Alberta RCMP Headquarters in Edmonton
Cost Recovery	• Evidence sent to the lab from provincial detachments are charged to the PPSA • Evidence sent to the lab from municipal detachments are charged to the MPSA
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The individual performance is monitored based on the number of outstanding tasks in the PROS task queue and the size of backlogged tasks. • The DNA Coordinator's Performance is evaluated based on an Annual Performance Agreement.
Equipment	• A large freezer is required to maintain DNA extracts to maintain DNA extracts. • There is a maintenance contract for the freezer that ensures 24/7 response to ensure that the freezer is functioning at all times • The cost for the maintenance contract and the freezer is covered by the PPSA
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Criminal Operations - Provincial Court Coordinator

Specialized Policing Area	Criminal Operations - Provincial Court Coordinator

Scope of Capabilities	• The Provincial Court Coordinators' primary function is to ensure that the processes and systems used for court submission are efficient and meet provincial and federal court requirements
	• The processes include disclosure packages, bail process reform, and transcription services.
	• The coordinator is subject matter expert in the area of Criminal Record checks and assists the provincial Reviewers in developing/updating policies
	• Sits on a number of committees such as Hearing Office Standing Committee (HOSC), Hearing Office Implementation Committee (HPIC), etc.
	• Acts as a single point of contact for the Alberta RCMP and is able to provide input on new protocols and platforms that are being considered for the province
	• Major focus areas for the coordinator are:
	  1. Electronic Disclosure: The coordinator is responsible for the end-to-end transition from paper to electronic disclosure. The responsibilities include creating training materials, maintaining the program, coordinating with IT to troubleshoot provincial roll out, etc.
	  2. CR/VS Checks: The coordinator is currently developing and implementing a process to enable online criminal record and vulnerable sectors checks

Specialist Organizations Structures	• The Coordinator is a Public Services employee that reports to the Staff Sergeant Risk Manager in criminal operations
Specialized Training	• The Coordinator requires experience as a Court Clerk, Paralegal, or Detachment Services Assistant, or in a Court Liaison position • The Coordinator also requires training regarding different databases, understanding of court processes, IT system, and system are required • Training is provided at the local and provincial level
Location of Specialists	• The Coordinator currently resides in Swan Hills and thus operates at the local detachment. The Coordinator duties can be fulfilled in any region within Alberta
Cost Recovery	• Funded by the PPSA • Licensing/purchasing software costs are charged to the appropriate business line. The business line is determined at time of the transaction and is based on the value
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Performance is evaluated based on meeting the mandate of the position in a competent manner • As a Public Service Employee, performance is evaluated based on an annual Performance Agreement
Equipment	• The coordinator requires standard office equipment to complete day-to-day activities and requires specialized software programs • The equipment requirements are covered under the PPSA
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Criminal Operations - Provincial Reviewer

Specialized Policing Area	Criminal Operations - Provincial Reviewer
Scope of Capabilities	• The criminal operations unit has several Provincial Reviewers across the province. Each of these reviewers supports provincial, municipal, Indigenous, and federal Police. Responsibilities include: ◦ Developing policy and standard operating procedures for the province ◦ Serve as the liaison for CROPS requests between the provinces ◦ Liaises with district officers to oversee all Incident Reviews, Serious Incident Reviews and Statutory investigations to report back to the Statutory Review Board ◦ Acts as a coordinator for provincial Amber Alert, Protection of Children Abusing Drugs, and Police Initiating Public Alerting
Specialist Organizations Structures	• There are a total of 4 Provincial Reviewers: 1 Senior Provincial Reviewer (Staff Sergeant), 2 Provincial Reviewers (Sergeant), and 1 Provincial Standards Reviewer/ Amber Alert Coordinator (Corporal). • There are 27 trained/authorized users of the Amber Alert Program within the Alberta RCMP. Each police agency in the province is part of the provincial program and has their own trained users
Specialized Training	• Amber Alert program training • There is a full day training session hosted by Alberta JSG and the Alberta Emergency Management Agency (AEMA). After training, each candidate is required to complete tasks that are submitted to AEMA for assessment. The user must maintain abilities and access to the system by login on once per month and complete a practice alert
Location of Specialists	• Falls under criminal operations which is located in Alberta RCMP Headquarters in Edmonton
Cost Recovery	• The Provincial Reviewers are part of criminal operations and are funded by the PPSA
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The Reviewers' performance is evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employees
Equipment	• There is no specialized equipment required • Employees require standard office equipment and the standard personal issue equipment for an operational police officer
Rural and First Nations communities	• Services do not differ based on geographies • A sound knowledge of policing and Indigenous issues is a requirement for these positions

Specialized Policing Area: Criminal Operations - Sexual Assault Review Coordinator (SARC)

Specialized Policing Area	Sexual Assault Coordinator (SARC)

Scope of Capabilities	• The SARC established a Sexual Assault Investigation Review Committee for the Alberta RCMP. The SARC's responsibilities include:
	  ○ Outlining the duties of the committee
	  ○ Developing policies, procedures, and programs for the Alberta RCMP
	  ○ Providing oversight and guidance to regular members conducting sexual assault investigations in the province
	• The Coordinator also liaises with other non-RCMP municipal police services, provincial partners and other NGOs to establish better protocol, public awareness and training for sexual assault investigations

Specialist Organizations Structures	• The SARC is 1 Regular Member • Other regular members with the training and experience are called up to assist with file reviews and developing policies. These members are called upon when they have time and is not a budgeted role
Specialized Training	• The SARC requires training in project management and up-to-date PROS training • The JSG has developed a course on Trauma Informed and Victim Centered approaches which is mandatory for all law enforcement officers
Location of Specialists	• The SARC is located at the Alberta RCMP Headquarters in Edmonton
Cost Recovery	• Funded by the PPSA • Reviews are conducted on all sexual assault investigations, irrespective of the detachment that conducted them. No costs are charged to any other business lines
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The formal performance measures have not been established as this is a newly instated role • Informal performance measures include: size of backlog in number of files to review, feedback from national SART, and feedback from members of the Alberta RCMP • The Coordinator performance is evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee
Equipment	• There is no specialized equipment required • Employees require standard office equipment and standard issue equipment for an operational police officer
Rural and First Nations communities	• Services do not differ based on geographies • Training is provided at detachments that provide service to Indigenous communities, which will emphasize the importance of investigations incorporating local resources from the communities and use of traditional healing measures

Specialized Policing Area: Criminal Operations - Risk Manager

Specialized Policing Area	Criminal Operations (CROPS) Risk Manager
Scope of Capabilities	• The Alberta RCMP criminal operations Risk Manager supervises 4 high-risk areas: DNA Coordinator, Sexual Assault Reviewer, Provincial Court Coordinator, AMBER Alert Coordinator and Use of Force Expert, and updating criminal operations. • The CROPS Risk Manager is responsible for providing oversight and management of McNeil Disclosure within the Division. McNeil Disclosure was a ruling by the Supreme Court that there is an obligation to the Police to disclose information concerning serious misconduct by a police officer Involved in the investigation of the accused.[78] • The Risk Manager is also the Alberta RCMP representative on the Drug Treatment Court initiative in Alberta, this initiative provides diversion for low risk/first time offenders (addicts) who require support to move out of drug habits. • The Risk Manager is also an RCMP representative on the Hearing Office Standing Committee. The committee discusses the 'program delivery' of dealing with persons in custody, and effectively addressing the timeliness of their Judicial Interim Hearing. ◦ This Committee is composed of members of the Judiciary, Alberta Justice, Government of Alberta, Crown Prosecutors, Defence Counsel and other Law Enforcement representatives.
Specialist Organizations Structures	• The Risk Manager reports to the Contract Policing Officer • There are 2 Provincial Reviewers/Analysts (Sergeants) that report into the Risk Manager • The Risk Manager is a resource for provincial and municipal policing, the scope often overlaps with federal policing and Specialized Policing Services.
Specialized Training	• The Risk Manager is a Staff Sergeant who possesses a wide breadth of experience within operations (such as Frontline policing, Emergency management, IMIM/Use of Force, Knowledge of ASIRT working processes, etc.) • The training is acquired through previous work experience and training obtained at earlier stages in the career. Training is provided for areas that are not mandatory to enter the role of Risk Manager
Location of Specialists	• K-Division Headquarters in Edmonton
Cost Recovery	• Funded by the PPSA as part of criminal operations • There are aspects of the Risk Manager role that cover other business lines but there is no cost recovery to those business lines
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• There are informal performance measures in place - engagement and productivity of the partnerships for which the Risk Manager is Responsible for • The Risk Manager's performance is evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee
Equipment	• There is no specialized equipment required
Rural and First Nations communities	• Services do not differ based on geographies

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[78] The Disclosure of Police Misconduct Information - R v McNeil (2019) https://www.ppsc-sppc.gc.ca/eng/pub/fpsd-sfpg/fps-sfp/tpd/p2/ch12.html

Specialized Policing Area: Criminal Operations - Use of Force Coordinator

Specialized Policing Area	Criminal Operations - Use of Force Coordinator

Scope of Capabilities	• Acts as a subject matter expert (SME), provides expert opinions and training and addresses questions regarding the use of force
	• The Coordinator is responsible for the following areas:
	  1. Member Involved Shootings (MIS)
	  2. Fatality Inquiries
	  3. Use of Force Expert Program
	  4. Subject Behaviour/ Officer Response Coordinator
	  5. Divisional Conducted Energy Weapon Coordinator
	  6. Divisional Firearms Coordinator

Specialist Organizations Structures	• There are 2 Use of Force Coordinators (Sergeant, Corporal) who service the entire province • Use of Force Coordinators reports to the criminal operations Officer • There are additional 6 Use of Force SMEs across the province who support the Coordinators

Specialized Training	• In order to be an SME the members are require the following specialized training:
	  1. Have background in Training
	  2. Have to be a Basic Firearms Instructor (2 weeks)
	  3. Have to be a CEW Instructor (1 week)
	  4. Have to be an IARD Instructor (1 week)
	  5. Have to be a PPSIC Instructor (4 weeks)
	  6. Have to be a Carbine Instructor (1 week)
	  7. Pass the SME Mentorship Use of Force Program (document 6 reports that are reviewed and graded by senior SMEs, this may take ~2-3 months)
	  8. Provide a documented history of this training and maintain a CV of instances where the training has been utilized

Location of Specialists	• Coordinators are based at the K Division Headquarters in Edmonton • Supporting Use of Force SMEs are located across the province
Cost Recovery	• Funded by the PPSA
Compensation	• The positions are compensated in accordance with the Member's rank and service, and not entitled to any additional compensation based on their role or location.
Performance Measurement	• Coordinators will be required to maintain their training and SME status at all times. • Coordinator's performance is evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee
Equipment	• There is no specialized equipment required • Employees require standard office equipment and standard issue equipment for an operational police officer • Members are required to recertify equipment on a regular basis to maintain their SME status • Costs are covered under the PPSA
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Crime Reduction Program - Leadership and Administration

Specialized Policing Area	Crime Reduction Program - Leadership and Administration

Scope of Capabilities	• The Crime Reduction Program oversees the coordination of multi-disciplinary teams with the mandate to support frontline detachments in reducing the impact of crime
	• Crime Reduction Program is made up of the following units:
	  1. Auto Theft unit
	  2. Community Engagement Officer/Project Lock Up
	  3. Call Back unit
	  4. PROS Data Centre
	• The program relies on a number of other units to assist with the work including Division Criminal Analysis Section – DCAS, Strategic Analysis and Research unit – SARU, etc.

Specialist Organizations Structures	• The OIC of the Crime Reduction Program optimizes interoperability between internal Alberta RCMP units and with external partners
	• The position is responsible for policy and organizational alignment for the Alberta RCMP to further the goals of reducing crime
	• Crime Reduction Program is comprised of 40 resources that report to the OIC:
	  1. 10 Call Back unit regular members
	  2. 6 Auto Theft unit regular members
	  3. 22 PROS Data Centre public service employees
	  4. 1 Administrative Assistant
	  5. 1 Program Coordinator
	• The number of direct reports will be increasing with the creation of 4 Strategic Analysts, 5 Community Engagement specialists, and 4 Offender Management Coordinator roles

Specialized Training	• Requires significant knowledge of crime reduction and prevention principles and effective policing strategies • Understanding of data and intelligence analysis is essential
Location of Specialists	• Located at Edmonton Headquarters
Cost Recovery	• Funded under the PPSA; no cost recovery to other contract partners
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• The OIC is accountable for results of the Crime Reduction Strategy through to the Assistant Commissioner in charge of criminal operations and to the Deputy Commissioner – Commanding Officer of the Alberta RCMP
Equipment	• There is no specific equipment required for the leadership and administration of the Crime Reduction Program
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Crime Reduction Units (CRU)

Specialized Policing Area	Crime Reduction Units (CRU)

Scope of Capabilities	• The Crime Reduction units (CRU) are specialized units that support Alberta RCMP detachments to target priority offenders.
	• CRU Teams assist local investigators in:
	  1. Locating and arresting multi-jurisdictional priority offenders
	  2. Conducting proactive auto theft and property crime investigations
	  3. Joining local investigators on short-term enforcement projects
	• CRU is a resource that districts and detachments call upon to address enforcement issues with respect to priority offenders, property crimes, and/or ongoing criminal activities

Specialist Organizations Structures	• 4 teams across Alberta, 1 per district • Each district CRU has 8 members (1 Sergeant, 1 Corporal, and 6 Constables), and is supported by 1 Crime Reduction Analyst and 1 Public Service Employee
Specialized Training	• All CRU members have to be Immediate Action Rapid Deployment (IARD) and are Carbine trained. CRU members al have basic investigative skills and the ability to write the GIS job description • All Analysts are required to have a university degree from an approved institution in social science with a focus on statistics. When hired, Analyst must also Tactical Intelligence Course and the Strategic Intelligence Course, both offered by the Canadian Police College in Ottawa
Location of Specialists	• CRU Teams are located in each district office; Leduc, Grand Prairie, St. Paul and Airdrie. • The units provide support to all detachments throughout their respective districts.
Cost Recovery	• Funded under the PPSA; no cost recovery to other contract partners
Compensation	• These positions are compensated in accordance with their rank, level and service, and are not entitled to any additional compensation based on their role or location.
Performance Measurement	• Requests for CRU support, outside of core CRU duties, are evaluated by the NCO I/C CRU and the District Operations Officers. Positive results of CRU deployments are reflected in overall provincial Crime Severity Index and crime trend statistics, and is reported on the district annual Performance plan
Equipment	• No specialized equipment is required • The team has shared vehicles, computers and carbines • All equipment was procured under the PPSA and is managed at the provincial level
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Crime Reduction Program - Auto Theft Unit

Specialized Policing Area	Crime Reduction Program - Auto Theft Unit
Scope of Capabilities	• The Alberta RCMP Crime Reduction program coordinates investigative support units to reduce the impact of crime in Alberta. The Auto Theft unit is a unit within the Crime Reduction Program • The Auto Theft unit is responsible for assisting with detection, investigation and prosecution of criminal organizations involved in auto theft, enforcing the criminal code, assisting detachments obtain statements from suspects, victims, witnesses, and many other Auto Theft functions • Oversees Alberta RCMP Bait Vehicle Program, which is designed to detect and deter auto-theft by deploying a number of bait vehicles. These vehicles have silent alarms, GPS, and covert audio/video recording

Specialist Organizations Structures	• 6 positions:
	  ○ 4 regular members based in Edmonton (1 Corporal and 3 Constables)
	  ○ 2 regular members based in Airdrie (1 Corporal and 1 Constable)

Specialized Training	• Auto Theft members require the following courses:
	  1. Specialized Vehicle Theft Investigative Techniques Course.
	  2. Surveillance Techniques Course (Intermediate) (provided at the provincial level)
	  3. The Search Warrant Drafting course (provided at the provincial level)
	• Once in the Auto Theft unit, members require additional training to maintain relevancy and expertise in Auto Theft investigations, trends and vehicle identification techniques. Members attend training seminars which take place in Alberta, Saskatchewan or Manitoba
	• Further training is put on by agencies such as International Association of Auto Theft Investigators (IAATI), National Insurance Crime Bureau (NICB), and others

Location of Specialists	• Auto Theft units are located in Edmonton and Calgary
Cost Recovery	• Funded under the PPSA; no cost recovery to other contract partners
Compensation	• Compensated according to their rank and service • Members are also allocated a $900 annual allowance for plain clothes
Performance Measurement	• The Auto Theft unit produces a quarterly unit Performance Plan which identifies key operational statistics (number of requests received, number of files completed, ongoing investigations, outstanding tasks, etc.)

Equipment	• Auto Theft members require individual equipment:
	  1. Mechanic's tool set
	  2. OBDII vehicle scan tool
	  3. Cordless power tools
	  4. Acid restoration equipment
	  5. Vehicle jack and jack stands
	  6. Pry bars
	  7. Flashlights
	  8. Vehicle entry kits
	  9. Personal Protective Equipment
	  10. Laptop computer with remote internet capabilities
	  11. Camera
	  12. Binoculars
	• The Bait Vehicle Program requires a variety of vehicles and equipment. This equipment is shared among the unit:
	  1. The following types of vehicles, each equipped with silent alarms, GPS, covert video/audio recording equipment, and remote ignition disabling capabilities: Trucks, Trailers, Off-Highway Vehicles, Heavy Equipment, Generators;
	  2. Touchscreen tablets (iPad) to monitor and communicate with each bait vehicle;
	  3. Alarmed covert facility to equip, perform maintenance on and store bait vehicles, and provide training;
	  4. Mechanic's tool set;
	  5. High quality vehicle scan tool
	• The equipment provided to Regular members is not shared. The equipment required for the Bait Vehicle Program is shared among the entire unit
	• The equipment is purchased and managed at a provincial level, by the unit.

Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Crime Reduction Program - Call Back Unit (CBU)

Specialized Policing Area	Crime Reduction Program - Call Back Unit (CBU)
Scope of Capabilities	• The CBU creates a more efficient method of managing non-urgent calls from citizens by diverting non-urgent police calls away from front-line Detachment members. The CBU also participates in a variety of crime reduction initiatives. • **Call Management:** investigates non-urgent police calls for service, generally regarding frauds and scams, mischief, thefts, lost property, traffic offences and harassing communications. • CBU members are fully engaged in gathering and processing any learned information. When follow-up is required, the CBU engages the detachment of jurisdiction or specialized unit most appropriate to the nature of the crime. The CBU focuses on calls from PPSA jurisdictions, but also handles complaints that originate from all policed locations. Exceptions are large municipal detachments located in St. Albert, Strathcona, Wood Buffalo, Lloydminster, Grande Prairie and Red Deer. • **Online Crime Reporting Program:** Citizens can input non-urgent complaints in this online system for investigation by the Alberta RCMP. The CBU contacts and investigates these complaints. Primarily property-crime related (e.g. bicycle theft, vandalism). The same service is provided in person at detachments. • **Crime Reduction Strategy- Project Lock Up:** The CBU contacts property/business owners that have been identified as having suffered repeat break and enter incidents. The CBU members provide these victims with information about environmental changes and other steps that could reduce repeat victimization. The CBU also offers victims a TRACE property marking pen and/or a site assessment of their property. All work is documented in PROS.
Specialist Organizations Structures	• CBU has 11 FTEs in total: There are 2 CBUs, 1 in Calgary and 1 in Edmonton. 4 officers work in each office • Each location is supervised by a Corporal. Both Corporals report to 1 Sergeant, who oversees both the CBU and PROS Data Centre, and reports directly to the OIC of Crime Reduction Strategy
Specialized Training	• CBU members are General Duty police officers/investigators with previous experience working in frontline policing duties. All of the investigators are trained to use the records management system (PROS). A number of the Investigators have also received specialized PROS Information Management Training in order for them to be able to review files for data quality and completeness. • The majority of CBU members also have attended Crime Prevention through Environmental Design (CPTED) training to enhance their ability to support the Crime Reduction Strategy and provide advice to Albertans on crime prevention. • The CBU is working on developing a more specialized approach to the vast number of frauds and scams that plague Albertans. In 2019, the Call Back unit members received specialized training to learn how to effectively deal with commercial crime investigations and frauds perpetrated through social media venues.
Location of Specialists	• The CBU has 2 locations - 1 at Edmonton HQ and 1 in Calgary
Cost Recovery	• All CBU positions are funded through the PPSA. The CBU provides their support to all PPSA detachments and to MPSA contracts with a population under 15,000. No cost recovery takes place.
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• CBU members continue to receive performance evaluations in accordance with HR policies, including regular supervisory feedback. KPIs for the various services are as follows: • **Call Management:** The unit produces monthly reports that help to provide a rolling year overview of the work completed. KPIs include the number of calls investigated and the corresponding reduction in workload for frontline workers • **Online Crime Reporting Program:** number of calls for service received • **Project Lock Up:** number of addresses reviewed, number of property owners CBU was able to contact, number of TRACE pens sent to property owners, number of Crime Prevention files created, number of site visits conducted, and overall completion rate
Equipment	• The CBU requires computer equipment, programs and systems, and telephones to complete their duties • The unit has 1 administrative vehicle that is used for Crime Reduction projects such as Project Lock Up • All equipment is provincially procured, owned, and managed.
Rural and First Nations communities	• Services do not differ based on geographies

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Specialized Policing Area: Community Engagement and Outreach and Project Lockup

Specialized Policing Area	Community Engagement and Outreach and Project Lockup
Scope of Capabilities	- This unit supports the prevention pillar of the Alberta RCMP Crime Reduction Strategy - This group of trained specialists provides assistance and guidance to frontline members, community partners and the public on methods of reducing crime in their communities - Largely directed by the Alberta RCMP's Project Lock Up, a Crime Reduction initiative focused on the reduction of repeat victimization in property crime - Project Lock Up addresses locations, businesses, and people of rural Alberta who have been hit hardest by property crime. Based on calls, areas are identified and tiered based on the number of times the location has been victimized. These areas are provided with enhanced oversight and targeted patrols - Repeated victims are contacted by the CEO unit to provide resources and sometimes TRACE property marking devices and an on-site home security assessment
Specialist Organizations Structures	- Includes 5 civilian employees - 1 Supervisor and 1 Specialist in each of the 4 districts - All positions are PPSA funded and most of the unit's service is provided to locations in PPSA jurisdictions
Specialized Training	Project Lock Up and the Specialist role require Enhanced CPTED (Crime Prevention Through Environmental Design) training
Location of Specialists	- Resources are located in Edmonton and each of the district offices - CPTED and Project Lock Up are available throughout the province
Cost Recovery	Funded under the PPSA; no cost recovery to other contract partners
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	- Employees receive performance evaluations in accordance with RCMP and PS policies - KPIs are: - Reduction in break and enter occurrences in PPSA jurisdictions - Reduction in the number of gold tier Project Lock Up properties
Equipment	- In addition to standard office equipment, unit requires a vehicle, Trace Identified marking pens, and Property Readers - Equipment is purchased and managed provincially
Rural and First Nations communities	Services do not differ based on geographies

Specialized Policing Area: Crime Reduction Program - PROS Data Centre (PDC)

Specialized Policing Area	Crime Reduction Program - PROS Data Centre (PDC)

Scope of Capabilities	• The PDC is an administrative unit established to improve, and modernize the method in which the Alberta RCMP documents the end-to-end process of calling for police service, the investigation and the intelligence learned
	• The PDC support investigators in the following ways:
	   1. PROS investigational report transcription and crime data entry: RCMP members phone the PDC voicemail system to record their investigational reports while conducting patrols. The PDC enters the reports into PROS and ensures information is captured correctly
	   2. Online Crime Reports: monitors online crime reports submitted by Albertans. The PDC creates a file on the PROS system and deploys investigators accordingly
	   3. JOIN Court System Information entries: the PROS data centers create and enter court information on the provincial government's system (JOIN) and complete time sensitive entries on behalf of members that do not have access to support staff
	• Public service employees in PDC services 60 detachments across Alberta (7 days a week / 365 days a year)

Specialist Organizations Structures	• PDC is a part of the Crime Reduction Program and currently supervised by a Sergeant who also manages the Call Back unit • Each office (PROS unit North and South) has 10 CR-04 PROS Support Clerks and 1 AS-02 Office Manager • During COVID-19, remote working received positive responses, so going forward, new unit employees will be allowed to work from wherever they are located in Alberta

Specialized Training	• PDC employees required extensive training in the proper use of a variety of police data information system
	   1. Police Reporting Occurrence System (PROS)
	   2. Canadian Police Information Centre (CPIC)
	   3. Justice Online Information Network (JOIN)
	• All employees are required to maintain an RCMP Enhanced Security designation

Location of Specialists	• PDC offices are located in Alberta RCMP headquarters in Edmonton and Calgary • The unit is transitioning into remote work as employees are able to maintain their operational responsibilities by using the RCMP VPN secure system
Cost Recovery	• Funded by the PPSA; no cost recovery takes place
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• PDC staff members receive assessments in accordance with the Public Service and Regular Member performance evaluation policies • Unit performance is measured by tracking sheets that are completed at the end of every shift to document the activities of the PDC, the time taken to complete the various functions and any issues that influenced productivity
Equipment	• All equipment procured and funded at the provincial level. Equipment is managed by the PDC • There is no specialized equipment required • Employees require standard office equipment
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Division Intelligence Program

Specialized Policing Area	Divisional Intelligence Program
Scope of Capabilities	• The Divisional Intelligence Program has various functional units that are listed below: • **Division Intelligence Officer (DIO):** provides integral intelligence to the RCMP in Alberta to combat crime domestically and internationally. Key areas of work are strategic and tactical research and analysis, threat analysis and assessment, partnership development, identification of criminal trends and patterns • **Federal Intelligence Team (FIT):** identify and address intelligence gaps through intelligence probes. Team works with partners to gather intelligence • **Source Development Units (SDU):** covert support teams which are comprised of specially trained members who target, recruit and develop human sources • **Witness Protection Program (WPP):** manages the entire program end-to-end. Admits individuals into the program, manages criteria and process for terminating a protectee from the program **Division's Crime Analysis Section (DCAS):** civilian employees who use the intelligence process to provide strategic and tactical support to criminal investigations and policy development within the Alberta RCMP. Unit partners with Criminal Intelligence Service of Alberta to identify and rank criminal networks for provincial Threat Assessment process • **INTELEX Unit**: provides an information and intelligence-collection support service that is comprehensive, timely, relevant and quality driven permitting the seamless exchange and sharing of information and intelligence to support federal policing operational priorities.
Specialist Organizations Structures	• The details around the organizational structure were not provided due to the sensitive nature of these units
Specialized Training	• The specialized training for WPP, and Source Development units is: Introduction to Human Sources, Source/Agent management, National Witness Protection & National Witness Protection Phase II, Specialized National Investigation Course, Internet for Investigators, & Tactical Internet Intelligence Collection and Investigation • The specialized training for DCAS units is: Criminal Intelligence Foundations, Intelligence Analyst Understudy Program, Open Source Internet Research, Using the Internet as an Intelligence Tool, Entry-Level Course for Intelligence Analyst, Open Source Intelligence, Analytic and Critical Thinking, Effective Writing, i2 Analyst Notebook, Statistics 101 for Analysts, Terrorism 101 for Analysts, Quality Assurance for Intelligence, Root Cause Analysis for Intelligence, Visual Communication for Intelligence Analysts, Managing Intelligence Analysts, Introduction to Canadian Intelligence, Effective Briefing
Location of Specialists	• The WPP unit, Source Development unit and Intelex units operate out of Edmonton Headquarters • The FTI and SCAS units operate in Edmonton and Calgary
Cost Recovery	• The DIO and Source Development units are 100% federally funded • In FY 19/20 WPP was funding was split such that 80% was funded federally and 20% was provincially funded • In FY 19/20 FIT funding was split such that 81% was federally and 19% was provincially funded • In FY 19/20 Intelex funding was split such that 65% was funding federally and 35% was provincially funded. The total cost in FY 19/20 was $505,769 • In FY 19/20 DCAS funding was split such that 53% was federally and 47% was provincially funded. The total cost in FY 19/20 was $2,543,488 • **Note:** The provincial cost of these units is subject to the applicable cost share arrangement outlined in the PPSA
Compensation	• The details around compensation were not provided
Performance Measurement	• Strategic planning and performance measurement is tracked through the annual fiscal planning and reporting process • In terms of individual performance, NCOs and CMs that are not a part of the executive ranks have their performance evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee • Public service employees and Executive Ranks are assessed via a Performance Agreement
Equipment	• Federal policing team equipped with the tools and equipment as deemed necessary to achieve their mandate • Have the ability to leverage resources from other provinces through CROPS to CROPS requests when necessary
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Drug Expert Witness Program Coordinator

Specialized Policing Area	Drug Expert Witness Program Coordinator
Scope of Capabilities	● The Drug Expert Witness Program provides assistance and guidance to members, Operational units and Federal Crown's Office working on Alberta RCMP drug investigations ● Drug Expert Witness Program Coordinator is responsible for the following services: 　○ Developing directives relative to the Expert Witness Program for the processing of reports and correspondence 　○ Reviewing and analyzing investigational reports to ensure compliance with directives 　○ After analysis; coordinating investigations for Expert Witness review and processing 　○ Interpreting and providing guidance on directives applicable to the Expert Witness Drug Program; 　○ Ensuring the Expert Witness Coordinator/Experts stay current by way of training mediums in the Expert Witness Drug Program 　○ Administering training programs related to the Expert Witness program within the Alberta RCMP 　○ Development of Experts Witnesses within the Alberta RCMP 　○ Mentoring junior Experts in the Alberta RCMP on Expert Witness opinion writing 　○ Ensuring Alberta RCMP policy stays current and relevant
Specialist Organizations Structures	● The Drug Expert Witness Program is comprised of 1 Corporal, located in Edmonton, who reports to the Inspector OIC for Investigative Standards and Practices ● ~60 drug experts are involved in the program. 20 of these are actively involved in writing/providing expert opinions
Specialized Training	● Expert Witness Coordinators are required to have for knowledge on most common drugs, investigative techniques and expert opinion writing ● There are no required courses, as the path to becoming a qualified expert can vary depending on the members background ● The required knowledge is gained through a variety of courses, workshops and investigative experiences in different narcotics. Maintaining a current and credible CV is achieved by regular participation in operations, including participation in search warrant executions with Drug and other units, direct observations of grow and trafficking operations, and operational involvement. This enables the Experts to maintain up-to-date operational knowledge, which is required to establish expertise and credibility leading to being qualified as an expert in Court
Location of Specialists	● This position is located in Edmonton
Cost Recovery	● Drug Expert duties are completed outside of the Member's primary duties. The incremental costs relating to their work as Drug Experts is charged back to the requesting detachments/units, along with any costs relating to travel and court testimony that is required ● For requests that come from municipalities, the charges relating to overtime and expenses are charged back to the municipalities ● The Drug Expert Witness Coordinator will also complete Expert opinions that may not be charged back, as they will be completed within their home unit hours for either divisional detachments/units and municipal requests. This covers about~20% of files
Compensation	● Compensated according to their rank and service ● Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	● There are 2 measures of performance for the Drug Expert Witness Program 　1. Successful completion of expert opinions for drug investigations and the qualification of Experts in their court testimony. This is through the application of effective court testimony on investigative files through adherence to current best practices, RCMP procedures, and law, to ensure there is no negative case law that will affect the service that Experts are able to provide within the Alberta RCMP. 　2. Recruitment and development of Experts to maintain the longevity and credibility within the service delivery of the program.
Equipment	● There is no specialized equipment required ● Employees require standard office equipment
Rural and First Nations communities	● There are significant differences in the drug culture and drug trafficking in rural/ Indigenous communities compared to major centers within the division. An Expert working in Rural and First Nations communities must be able to speak specifically to these differences

Specialized Policing Area: Evidence / Exhibit Management

Specialized Policing Area	Evidence / Exhibit Management
Scope of Capabilities	- In a typical detachment, there is an **Exhibit Room Manager**. Responsibilities include, but are not limited to: - Managing access to the Exhibit Room - Ensuring exhibits are properly bagged/tagged so that they can be tracked - Ensuring that exhibits are properly entered into PROS or any other RMS utilized - Maintaining an exhibit log for proper monitoring of all exhibits - Monitor the destruction of all exhibits, ensuring that the appropriate forfeiture/destruction orders are in place - Returning exhibits back to rightful owners when required by law or ordered by the courts - Ensuring exhibits have been sent for appropriate specialized testing when required (firearms, DNA, drugs, etc.) **Property Crime Examiners (PCE) -** conduct crime scene management, evidence gathering and assessment of evidence for forensic value **Firearms Testing Analysts** (in development) - these analysts will be General Duty regular members at a detachment/district-level, who will be responsible for testing seized firearms
Specialist Organizations Structures	The Exhibit Custodian/Manager identified for each file/investigation reports to the Primary Investigator on the file and coordinates the management of the exhibit with the Detachment Exhibit Custodian
Specialized Training	- Frontline regular members receive limited specialized training in Evidence Management during their initial training at the Training Academy (Depot). Additional training is limited to on-site training conducted by more experienced members who will advise/train them in the methodology of exhibit management - Members can take specific training related to the taking of DNA samples from offenders and suspects - Members receive ongoing communication regarding updates from CROPS specific to emerging case law that affects how members will manage exhibit management. Policies are amended to reflect changes resulting from court decisions, etc. **Property Crime Examiners (PCE) -** These Detachment regular members are provided specialized training in crime scene management, evidence gathering and assessment of evidence for forensic value. The training course is 1 week - Firearms Training (in development): training will require a 3-day course consisting of classroom lessons/online training and a hands-on portion where firearms of various types will be fired and analyzed
Location of Specialists	- Evidence management is a primary responsibility of all units (federal, provincial, and municipal) - Specialist services are available to frontline units through District Forensic Identification Sections, which are placed throughout the province (see Forensic Identification Services for further details). - DNA Testing – Labs are located in Ottawa and Vancouver. Samples are sent to 1 of the labs then results are returned to the investigative teams. - Drug Analysis – These samples are forwarded to Health Canada Laboratories for testing. This is done by all police services within Canada. - The RCMP is currently in the process of setting up our Firearms Testing process. This will involve Regionalized Analysts (regular members) spread throughout the province being capable of testing firearms. The shell casings will be sent to either Edmonton police service or Calgary police service to be entered onto IBIS.
Cost Recovery	- No costs related to Exhibit Management are recovered from any Business Line. Each unit covers the costs of storing evidence that is collected at their own units - Alberta has recently begun to recover costs related to DNA testing at Forensic Labs from municipalities based on usage
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	- There is no specific performance measurement of Exhibit Management. Typical measurements of success would be the following: - Successful entry of evidence into a prosecution due to good exhibit management practices; - Frequent exhibit room audits that show proper tracking of all exhibits, with no knowledge gaps or missing exhibits; - Proper return of exhibits to the rightful owners when required by law or ordered by the courts; - Proper destruction of exhibits as required by law or ordered by the courts, with the appropriate documentation attached; - Unit level quality assurance reviews that show proper adherence to existing policies and legislation in relation to evidence/exhibit management; - Managerial Reviews that show proper adherence to existing policies and legislation, in relation to evidence/exhibit management; and - Proper protection of those covert techniques utilized to gather evidence with those covert techniques.
Equipment	- Most equipment is generic and most Detachment investigators would need/use on a daily basis for Evidence Management/Gathering. Some specialized equipment is available in certain circumstances (i.e. Digital Field Technician – federal). - Standard general duty equipment includes items such as cameras, exhibit bags, audio recorders, CDs,

	and disposable bags
	• Evidence rooms include a secured room of sufficient size with controlled access and a freezer and refrigerator
	• Firearms testing requires ear protectors, eye protection, access to Firearms Range, green cloth to photograph firearm against, ongoing supply of appropriate test ammunition, and digital cameras
	• Equipment is shared within a detachment or unit. There may be circumstances where equipment may be issued personally to an individual employee for a limited period of time
	• Equipment is paid for at a unit level and is charged to the business line under which that unit falls
	• Equipment is located in Alberta and is managed by the Alberta RCMP units in all business lines
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Federal Serious Organized Crime (FSOC)

Specialized Policing Area	Federal Serious Organized Crime (FSOC)
Scope of Capabilities	Several teams fall under the Federal Serious Organized Crime (FSOC) unit: • **FSOC General**: federal enforcement and prevention activities are focused on serious, national or transnational criminal threats to security and its economic, political and social integrity that are linked in Alberta. The FSOC focuses on identifying and dismantling criminal organizations, groups that are a threat to Canada • **Organized Crime:** investigate major criminal operations (drug, human and weapons trafficking at the inter-provincial or international level) • **Financial Crime:** focuses on preventing, detecting and deterring financial crimes (fraud, money laundering, etc.) • **Integrated Market Enforcement Team (IMET):** investigates the area of capital market-related criminal activity • **Integrated Border Enforcement Team (IBET)**: Secures the length of Canada's border and addresses inbound and outbound criminal threats • **TSOC Cyber-enabled Activity Team:** focuses on transnational organized cybercrime targeting Canadian critical infrastructure • **Clandestine Lab Enforcement and Response (Clear Team):** ensures that the identification, investigation, disruption and dismantling of international, national, regional and local synthetic drug production organizations is done in a safe and secure manner
Specialist Organizations Structures	• The details around the organizational structure were not provided due to the sensitive nature of these units
Specialized Training	• Training requirements differ based on the level of the Member and the functional area they operate in. • There is a wide range of training requirements including: Crime Scene Management, Cryptocurrency, Agent Source Management, Human Trafficking (IBET-related), Canadian Securities (IMET-related), Drug Investigative Techniques, Counterfeit Investigative Techniques, and many more
Location of specialists	• FSOC Teams are located in Edmonton to cover Northern Alberta and Calgary to cover Southern Alberta
Cost Recovery	• All teams are funded federally and no cost recovery system in place
Compensation	• Compensation details were not provided
Performance Measurement	• Strategic planning and performance measurement is tracked through the annual fiscal planning and reporting process • In terms of individual performance, NCOs and CMs that are not a part of the executive ranks have their performance evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee • Public service employees and Executive Ranks are assessed via a Performance Agreement
Equipment	• Federal policing team equipped with the tools and equipment as deemed necessary to achieve their mandate • Have the ability to leverage resources from other provinces through CROPS to CROPS requests when necessary
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Forensic Identification Services (FIS)

Specialized Policing Area	Forensic Identification Services (FIS)

Scope of Capabilities	• Forensic Identification Services (FIS) supports front line policing in Alberta at the municipal and provincial level by providing a variety of specialized and expert investigative services
	• FIS Member responsibilities are to:
	  1. Take photographs and videos of the crime scene and perform autopsies
	  2. Manage all types of crime scenes
	  3. Bloodstain pattern analysis (BPA), DNA analysis, firearms, entomology, archaeology and odontology, and others
	  4. Scientific interpretation of forensic evidence (fingerprint, footwear, and tire track identification)

Specialist Organizations Structures	• There are 56 RCMP FIS positions • 48 regular members: Inspector (1), Staff Sergeant (2), Sergeant (11), Corporal (34) • 8 public service employees/civilian members: Alberta RCMP Forensic Identification Assistants Public Service or civilian Member (4), public service employees (4) • 42 positions are funded provincially, and 14 funded municipally
Specialized Training	• The required training for 52 FIS positions is: specialized forensic training, 1-2 year apprenticeship program and a recertification and upgrading course every 3 years • The Edmonton BPA unit requires its members to have a 1-2 year BPA understudy on addition to the FIS training • FIS Training is taught at the Canadian Police College in Ottawa. Other courses are available elsewhere in Canada and the United States. • The training cost for the mandatory Forensic Identification course is $10,000 per candidate for 7 weeks • All other training costs are charged to municipalities or the province • All training is coordinated through normal Alberta RCMP Training Processes
Location of Specialists	• The specialist capabilities are located in Edmonton (14), Edson (3), Grande Prairie (5), Peace River (3), Wood Buffalo (3), Red Deer (11), Calgary (8), Lethbridge (2), St. Paul (5), Lloydminster (2)
Cost Recovery	• Funded by the PPSA and MPSA - all FIS units with a municipal component have municipal cost centers • The Edmonton BPA unit supports other jurisdictions, including Saskatchewan, Manitoba, the Northwest and Western Nunavut. There is an agreement (MOU) in place for cost recovery
Compensation	• FIS members are compensated in accordance with their rank and service and not entitled to any additional compensation based on their role during deployments or location • The exception to this is members posted to Wood Buffalo Detachment receive a cost of living allowance annually which is $12,500. There are 3 FIS members in Fort McMurray
Performance Measurement	• Performance measurement processes include: fingerprint and other physical evidence verification policies, national proficiency testing, annual validation processes and file reviews by managers and supervisors
Equipment	• The specialized equipment for FIS units includes: camera units, fingerprint and other forensic identification collection supplies, materials and equipment, computers, specialized computer programs, lab equipment, supplies and instruments, crime scene scanning instruments and various vehicles and trailers • There is some equipment that is personal use (cameras, forensic identification supplies, computers), and other equipment is shared amongst the members in various units • Most of the equipment is owned at the provincial level with some being owned at the municipal level. No equipment is owned at the federal level. Details of which equipment is managed at which level was not provided
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Forensic Laboratory Services

Specialized Policing Area	Forensic Laboratory Services
Scope of Capabilities	- National Forensic Laboratory Services (NFLS) is part of national police services - Operates as a single public laboratory system and is governed by the RCMP - Provides forensic services in biology, firearms, toxicology and trace evidence for police agencies across Canada, excluding Ontario and Quebec (independent public forensic laboratories for ON/QC provincial and municipal investigations) - Biology services: conducts evidence recovery of biological samples (DNA), analysis, and reporting - Firearms and Toolmark Identification Program: examines firearms, tools and other items in the Canadian Integrated Ballistics Identification network to find information relevant to investigations - National Anti-Counterfeiting Bureau (NACB): maintains the national database of bank notes recovered from circulation. Examines counterfeit currency, travel documents, payment cards - Toxicology services: receive body fluids (blood, urine) evidence and screen for drugs and poison - Trace Evidence: recovers, compares, and identifies non-biological trace evidence, gunshot residue, paint, etc.) - NFLS oversees the National Anti-Counterfeiting Bureau for all federal, provincial and municipal investigations
Specialist Organizations Structures	Organization structures are not available as it is a national program
Specialized Training	No details are available for specialized training as it is a national program
Location of Specialists	- Forensic Laboratory Services are based out of 3 locations in Canada – Edmonton, Ottawa and Surrey - These labs provide services to all police agencies across Canada
Cost Recovery	- All specialized services provided by the NFLS are covered by the RCMP's national police services with the exception of Biology Services - Biology Casework Analysis Agreements dictate a cost recovery arrangement between the Government of Canada, and the province and Territories where 46% of the costs are covered by the Government of Canada and 54% of the costs are covered by the provinces and Territories - Evidence sent to the National Forensic Lab from any Alberta RCMP detachment or specialized unit that falls under the PPSA is charged back to the PPSA - Costs of biology lab testing originating from a MPSA detachment, are recovered from respective municipalities (applicable from 2019 since a change in policy)
Compensation	- Compensated according to their rank and service - Information regarding additional compensation based on role or function is not available
Performance Measurement	- Public service employee performance is evaluated based on an annual Performance Agreement - Civilian member performance is evaluated based on the completion of a Performance Evaluation and Learning Plan
Equipment	- The forensic labs have equipment and technology required to analyze and extract evidence from items seized at crime scenes - All specialized equipment acquired for the Forensic Labs is purchased or leased federally and managed at the federal level - Specific information related to specialized equipment are not available as it is a federal Program
Rural and First Nations communities	Services do not differ based on geographies

Specialized Policing Area: Federal Policing Specialized / Support Services (FPSS)

Specialized Policing Area	Federal Policing Specialized / Support Services (FPSS)

Scope of Capabilities	• The FPSS provides specialized support to federal and Contract policing operations in Alberta. FPSS deploys operational assets and resources, utilizes subject matter expertise and provides guidance for the most specialized and high-risk investigative techniques utilized by Canadian and international law enforcement
	• Covert Operations includes specialized assistance in the lawful collection of information and evidence for criminal investigations. Units are described below:
	  ○ **Specialized Operations Support (SOS)** includes:
	    ■ **Air Services** provides aerial transport and airborne tactical support to the Alberta RCMP and other government departments and law enforcement agencies. This encompasses both pre-planned and immediate operational response missions. Typical flight requests include operational support, operational/administrative passenger transport, cargo transport and aerial surveillance.
	    ■ **Digital Forensic Services** provides digital forensic examination and analysis of electronic exhibits in support of investigations conducted by both federal and Contract Policing detachments and units across Alberta. It also supports investigations undertaken by other federal and provincial partners.
	    ■ **Explosive Disposal Unit** responds to incidents throughout all of Alberta and the Northwest Territories with the exception of the cities of Edmonton, Calgary, Lethbridge and Medicine Hat, who maintain their own EDU. The Alberta RCMP EDU can be deployed anywhere in Canada. Duties related to this section include (but are not limited to) identifying, rendering safe, and disposal of explosive devices.
	  ○ **Major Care Management Operational Service Centre** provides support to FSOC, INSET, ALERT, SCB and provincial GIS. MCMOSC's primary duties are to assist in organizing evidence (notes, seized documents, reports, multimedia, etc.) for disclosure to the courts.
	  ○ **Protective Security Services (PSS)** coordinates and provides protection to Internationally Protected People (IPPs) (ex. Prime Minister and family) PSS is also responsible for the security of foreign consulates and honorary consulates.
	  ○ **Protective Technical Service Section (PTSS)** serves both federal and Contract Policing services throughout Alberta and in some instances neighbouring provinces, or in support of national priorities. It is primarily responsible to manage Alberta's overt electronic and mechanical security programs, which assists the Alberta RCMP in mitigating threats.

Specialist Organizations Structures	• FPSS consists of 94 members across the following services:
	  ○ Air Services: 16 FTEs
	  ○ Digital Forensic Services: 25 FTEs
	  ○ Explosives Disposal Unit: 3 FTEs
	  ○ Major Case Management: 50 FTEs
	• Details surrounding the other services are being withheld due to the sensitive and secure nature of the work of these units

Specialized Training	• Air Services – Pilots (S/Cst.)
	  ○ Pilatus PC12NG Simulator Pilot Recurrent
	  ○ Pilatus PC12/45 Simulator
	  ○ H120 Annual Pilot Training
	  ○ H125 A-Star Training w/Mountain Recurring using HNZ Aircraft
	  ○ Survival Training
	  ○ Water Egress Training
	  ○ High Altitude Chamber Training
	• Digital Forensics – Cst. & Cpl.
	  ○ COMPTIA A+ Certification
	  ○ Computer Forensics Examiner
	  ○ Mobile Device Acquisition & Analysis
	  ○ Internet Evidence Analysis
	  ○ COMPTIA N+ Certification
	  ○ Network Intrusion Techniques
	• Explosives Disposal Unit – Cst./Cpl./Sgt. – Not Rank specific
	  ○ PET & Radiology
	  ○ PET Validation
	  ○ PET – Forced Entry Instructors
	  ○ Post Blast Scene Technicians
	  ○ PET – Reconstruction & Recognition
	  ○ Homemade Explosives
	  ○ Radio Frequency Countermeasures
	• Protective Security – Cst. & Cpl.
	  ○ Close Protection
	  ○ Advanced Driver Training & Motorcading

Location of Specialists	• All employees are based out of the Edmonton and Calgary regions.

Cost Recovery	• The cost split for FY 19/20 is as follows, note that the provincial amount is subject to the applicable cost-share in the PPSA:
	• **Air Services -** In FY 19/20, the federal/provincial cost-ratio for Air Services was 3%/97%. Air Services supports mainly provincial operations (with minimal time being used to support federal units in their mandate). Air Services supports Alberta by providing prisoner transport across the province. Air Services provides the ability to leverage aircraft, equipment and expertise from other provinces and Ottawa to support investigations in Alberta.
	• **Digital Forensic Services** - In FY 19-20, the federal/provincial cost-ratio of digital forensic services was 82%/18%. In terms of workload, however, only 8% of the work being conducted is for federal investigations, while provincial investigations represented 92% of the workload.
	• **Explosives Disposal Unit** - In FY 19-20, the federal/provincial cost-ratio of EDU was 42%/58%. However, only 5% of EDU supported incidents or investigations were for federal units and the remaining 95% were assistance to provincial investigations.
	• **Major Case Management Operational Service Centre**- In FY 19-20, the federal/provincial cost-ratio of MCMOSC was 90%/10%. Whereas, the currently workload being managed by the unit is 13% federal work and
	87% provincial work.
	• **Protective Security Services (PSS)** - Alberta's PSS does not take requests for service. Direction is received from Protective Services in Ottawa, who in turn, if it's an International Dignitary, receives their direction from Government
	Affairs Canada. Cost Recovery is 100% federal with 100% federal mandate.
	• **Protective Technical Service Section (PTSS)** - In FY 19-20, the federal/provincial cost-ratio of PTSS was 48%/52%. The workload and funding for PTSS is as follows:
	    ○ Mechanical Security: Supports Over 70% provincial/municipal.
	    ○ Access Control and Intrusion Detection System: Supports over 80% provincial/municipal.
	    ○ Member Protection Alarm Systems (for members under increased threat): Supports over 90% provincial/municipal.
	    ○ Interview Systems: Supports over 90% provincial/municipal.
	    ○ Closed Circuit Video Equipment: Supports over 90% provincial/municipal.

Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Strategic planning and performance measurement is tracked through the annual fiscal planning and reporting process • In terms of individual performance, NCOs and CMs that are not a part of the executive ranks have their performance evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee • Public service employees and Executive Ranks are assessed via a Performance Agreement
Equipment	• Teams are equipped with the tools and equipment as deemed necessary to achieve their mandate. The PPSA can leverage equipment held at the federal level and teams also have the ability to leverage resources from other provinces through CROPS to CROPS requests when necessary
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Indigenous Policing Services (IPS)

Specialized Policing Area	Indigenous Policing Services (IPS)
Scope of Capabilities	- IPS exists to achieve the following strategic priorities: - Development of culturally appropriate policing services, programs, training, and policies in collaboration with Indigenous communities and detachments throughout Alberta - Developing and delivering culturally relevant proactive and preventative programs specific to Indigenous communities - Assisting Indigenous communities to develop capacity for crime prevention through social development initiatives - Increase Indigenous participation in the RCMP from recruitment of members to advisory Committees - Increase Community Engagement efforts with Indigenous communities/persons - The RCMP Indigenous portfolio includes implementing a Division Community Conflict Management Team. The team focuses on enhancing awareness and education opportunities to employees to support reconciliation. The RCMP is increasing involvement in community initiatives related to Missing and Murdered Indigenous women and Girls (MMIWG) - IPS provides support services to the 58 Community Tripartite Agreement and 8 Métis Enhanced members working in various Indigenous communities across Alberta
Specialist Organizations Structures	- The IPS unit has 2 public service employees and 5 regular members 2 public service employees: 1 Administrative Support, 1 Strategic Analyst 5 regular members: 1 Inspector, 2 Sergeants, and 2 Corporals - Responsible for providing advisory support to members working in the Treaty 6, 7, and 8 regions, and the Métis Nations of Alberta and the Métis Settlement General Council - There are 22 Community Tripartite Agreement (CTA) holders with 58 CTA RCMP members - There are 17 other First Nations communities (~125 reserves) and 8 Métis communities, each with a dedicated RCMP Métis Enhanced position - Alberta RCMP is adding 3 new positions to focus on the implementation and evaluation of Reconciliation Strategies
Specialized Training	- Members are prioritized for Indigenous culture training, if they do not already have it - When protests arise the Alberta RCMP IPS and Consultative Conflict Management Group (CCMG) works with Divisional Intelligence and the Strategic Communications unit to provide culturally appropriate communication with government agencies to ensure a coordinated response to keep the peace and manage criminal threats to the public and affected employees - IPS oversees 30 regular members. IPS is trained to respond to conflicts in order to maintain order and ensure public safety - IPS also oversees the training provided to these members, which involves 2 separate courses and is conducted in partnership with the Canadian Police College in Ottawa
Location of Specialists	- IPS has 6 positions located at the RCMP Headquarters in Edmonton - There is 1 position located in St. Paul
Cost Recovery	- Each Métis Settlement has a dedicated Enhanced Policing position, established through the Government of Alberta Enhanced Policing Program, and funded through a partnership between Alberta and the Alberta Métis Settlements General Council - The CTA positions are funded through an agreement between the Government of Alberta and Public Safety Canada
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	- Team performance is measured through community consultation/feedback on the number of objectives/programs carried out each year - Progress is captured in 2 annual reports submitted to community partners and funding partners - CTA members and the 8 Métis Enhanced position members report directly to their Detachment commanders - The Alberta RCMP regularly reports to the Ministry Justice and Solicitor General on the work of the CTA and Enhanced Métis positions via the Joint Business plan and annual reports
Equipment	- There is no specialized equipment required - Employees require standard office equipment
Rural and First Nations communities	- Indigenous Policing Services (IPS) unit is focused on facilitating community engagement with Treaties 6, 7 and 8, the Métis Nation of Alberta and the Métis Settlements General Council, as described above - All headquarters, district, and detachment positions specific to Indigenous Policing and Relations are engaged with their local communities to identify community priorities and how the Alberta RCMP can best address areas of concern and promote success

Specialized Policing Area: Integrated National Security Enforcement Team (INSET)

Specialized Policing Area	Integrated National Security Enforcement Team (INSET)
Scope of Capabilities	• INSET undertakes national security criminal investigations into terrorist criminal activities • Applies Canada's laws, acts, regulations and anti-terrorist legislation to ensure that any actual or intended terrorist acts are detected early and disrupted • The integrated approach leverages the resources and mandates of multiple law enforcement organizations, other federal/provincial/territorial and municipal partners to achieve shared strategic and tactical objectives • Other responsibilities include protecting Alberta communities, increasing the capacity to collect analyze and share intelligence, create a greater enforcement capacity, and enhance partner agencies' ability to combat national security threats
Specialist Organizations Structures	• The details around the organizational structure were not provided due to the sensitive and secure nature of these units

Specialized Training	• Specialized training requirements differ based on the officer level and the function.
	• The list continuously evolves as new technology and techniques emerge. The following is a snapshot of the specialized training required:
	  1. National Security Criminal Investigators
	  2. Terrorist Financing Investigators
	  3. Major Crimes Investigative Techniques
	  4. Intro to Major Case Management
	  5. Major Case Management Team Commander
	  6. Foundations of File Coordination
	  7. Search Warrant Drafting
	  8. Advanced Disclosure
	  9. Interception of Private Communications
	  10. Note Taking
	  11. Phased Interview Model for Suspects
	  12. Interview Assistance Team
	  13. Human Source Management
	  14. Agent Handling
	  15. Subject Matter Expert Training
	  16. E&R Basic Investigator and Information Processor
	  17. Priority Rating of Operational Files
	  18. Indicators of Mobilization to Terrorism
	  19. Intermediate Surveillance Techniques
	  20. Using the Internet as an Intelligence Tool
	  21. CSIS/RCMP "One Vision" Workshop

Location of Specialists	• INSET Teams are located in Edmonton to cover Northern Alberta and Calgary to cover Southern Alberta
Cost Recovery	• INSET is federally funded
Compensation	• Compensation information was not provided
Performance Measurement	• Strategic planning and performance measurement is tracked through the annual fiscal planning and reporting process • Individual performance, NCOs and CMs that are not a part of the executive ranks have their performance evaluated based on the completion of a Performance Evaluation and Learning Plan, which assesses the organizational and functional competencies of the employee • Public service employees and Executive Ranks are assessed via a Performance Agreement
Equipment	• Federal policing teams are equipped with the tools and equipment as deemed necessary to achieve mandate • Teams have the ability to leverage resources from other provinces through CROPS to CROPS requests when necessary
Rural and First Nations Communities	• Services do not differ based on geographies

Specialized Policing Area: K Division Member Operational Support Services (KMOSS)

Specialized Policing Area	K Division Member Operational Support Services (KMOSS)
Scope of Capabilities	• KMOSS provides experienced supervision to detachments when a Non-Commissioned Officer (NCO) is not available • Duties include: 1. Guidance and assistance for Front Line Operational members 2. Emergency Vehicle Operations Coordinator for all pursuits 3. Review out of hours calls for service for detachments that are not open 24 hours a day
Specialist Organizations Structures	• 4 full time Staff Sergeant positions that report into the Inspector who is the officer in charge of KMOSS
Specialized Training	• KMOSS members must take the following training courses which are offered online: 1. Emergency Vehicle Operation Supervisor 2. Introduction to Immediate Action Rapid Deployment 3. Initial Critical Incident Response • KMOSS members must have working knowledge of databases
Location of Specialists	• KMOSS has members in Edmonton (2 Member), Calgary (1 Member), and Red Deer (1 Member)
Cost Recovery	• 3 positions are funded by the PPSA • 1 position is federally funded • KMOSS is not utilized in MPSA units
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Tracked through monthly reports on the breakdown of their calls for services
Equipment	• All equipment is owned and managed at the provincial level • KMOSS team's individual equipment (uniform, laptop, radios, etc.) is not shared amongst the team. All other KMOSS equipment is shared
Rural and First Nations communities	• KMOSS provides call-out service to Lakeshore Regional police service and oversees the call-out of specialized support services (ERT, PDS, MCU, etc.), to Lakeshore Regional police service and other First Nations police services in Alberta

Specialized Policing Area: Legal Application Support Team (LAST)

Specialized Policing Area	Legal Application Support Team (LAST)

Scope of Capabilities	• The Legal Application Support Team (LAST) provides expertise to investigative units in the planning, drafting and disclosure of all types of legal judicial applications
	• The team is responsible for:
	  1. Addressing and assisting with issues to ensure fair administration of justice and provide full, fair and frank disclosure in all judicial applications
	  2. Liaising with federal and provincial designated agents during the process of completing affidavits
	  3. Liaising with internal and external partners to develop an understanding of emerging technologies and the impact on drafting and defending judicial applications
	  4. Providing instructors and facilitators for different courses such as the Divisional and National Search Warrant Course, etc.

Specialist Organizations Structures	• Reports up to the inspector OIC for the Office of Investigative Standards and Practises (OSIP). • Unit is comprised of 1 Staff Sergeant Team Leader, 3 Sergeant Senior Investigators, and 2 Corporal Advisor/Facilitators

Specialized Training	• Members of LAST must be experts in planning, drafting and disclosure of all types of legal applications. members must have experience in developing and deploying of investigative plans
	• Members must complete a number of training courses including either the Divisional or National Search Warrant Course and the Part VI drafting course
	• LAST administers 2 separate training programs for members who will be involved in reviewing judicial authorizations or playing the role of an affiant
	  1. The Understudy Program (run in 6 weeks allotments). In this program the candidate will work in Edmonton with a mentor for the LAST team.
	  2. The Mentorship Program (run in 4 months allotments). In this program candidates are assigned a mentor from the LAST team and can complete this course remotely

Location of Specialists	• LAST members are located in Edmonton and Calgary
Cost Recovery	• All positions are PPSA funded except 1 Sergeant position funded federally • There is no direct cost recovery for services provided by LAST
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location

Performance Measurement	• Unit performance is measured through:
	  1. The number of members who successfully complete the understudy and mentorship programs
	  2. The success at trial of the judicial authorizations obtained with the assistance of LAST
	  3. Reviews with units who have received LAST assistance
	• LAST members individual performance is evaluated based on the completion of a Performance Evaluation and Learning Plan which assesses the organizational and functional competencies of the employee

Equipment	• There is no specialized equipment required • Employees require standard office equipment
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Occupational Health and Safety

Specialized Policing Area	Occupation Health and Safety

Scope of Capabilities	• Occupational Safety (OS) is responsible for the oversight over Occupational Safety Program for all employees in RCMP in Alberta. (regular members, civilians, public service employees)
	• Occupational Safety (OS) provides oversight on:
	   1. Incident reviews and investigations of high-level events
	   2. Guidance to all levels of management in regard to policy/legislation interpretation
	   3. Support to Operations in emergencies through the Division Emergency Operations Centre (DEOC)
	   4. Proactive inspections at 125 locations in the province on an annual basis
	   5. Provides specialist activities such as building reviews, hygiene testing, and ergonomics

Specialist Organizations Structures	• 3 positions, all funded under the Internal Services (Div Admin) Business line. • The 3 positions support all business lines across the province
Specialized Training	• There is mandatory training required for OS employees • Members must be certified as either a Registered Occupational Hygienist, Public Health Inspector, Canadian Registered Safety Professional or Certified Health and Safety Consultant
Location of Specialists	• 2 Occupational Safety Officers (1 stationed at Edmonton Headquarters and the other in the Duncan Building in Calgary) • 1 Occupational Safety Manager, who is also based out of the Edmonton Headquarters building • All 3 positions are civilian – public service employee and civilian member
Cost Recovery	• All OS costs are billed under Divisional Administration, which is subsequently charged back Alberta at the divisional per capita rate • There is no additional cost recovery for services provided
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Employees are required to keep their certification up to date • Employees are evaluated throughout the year based on the annual performance assessment and evaluation process
Equipment	• All equipment is billed to Divisional Administration • All equipment is managed by the OS Manager and is located in the Alberta RCMP Headquarters building in Edmonton • Equipment includes:(there are 2 sets of equipment for the items listed for each officer) 1. Q-Trak indoor air quality monitor (x2) 2.Take 15 and Zefon Air-o-Cell pumps (x2) 3.Sound meters (x2) 4.Light meters (x2) 5.Moisture meters (x2) 6. Industrial HEPA vacuums (2 in Edmonton with the OS Manager) 7.TSi Portacount and tent (2 in Edmonton with the OS Manager)
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Office of Investigative Standards and Practices

Specialized Policing Area	Office of Investigative Standards and Practices

Scope of Capabilities	• The Office of Investigative Standards and Practises (OISP) is a support entity that provides assistance and guidance to members and operational units working on Major Case Investigations using the 9 principles of Major Case Management
	• The OISP ensures that core principles are adhered to throughout Major Case Investigations, assists with implementation, structure and direction of major cases
	• The team is responsible for the following programs and services:
	   1. **Investigative File Assessments (IFAs):** assessment of investigation conducted during integral change of direction or use of advanced investigative techniques
	   2. **4 (IPAs):** assessment of how a unit/section is aware of, comfortable with, and using the principles of MCM throughout their investigations
	   3. **Strategic Advisory Group (SAG):** subject matter advisors possessing expertise in MCM investigations who provide feedback to advance an investigation
	   4. **OISP Subject Matter Advisor Program:** gives an opportunity for employees to assist OISP with reviews and assessments

Specialist Organizations Structures	• The OISP is comprised of 2 Staff Sergeant Team Leaders and 5 Sergeant Facilitator/Advisors

Specialized Training	• Members of OISP have to be experts in Major Case Management and the management of major investigations
	• Members are required to complete the following training courses:
	   1. MCM Team Commanders Course
	   2. Advanced Disclosure Course
	   3. File Coordinators Course
	   4. Phased Interviewing Model
	   5. 5 Day Search Warrant Drafting Course
	   6. Interceptions of Private Communications Course
	   7. Major Crime Investigative Techniques Course
	   8. Drug Investigation Techniques

Location of Specialists	• All OISP members are located in Edmonton
Cost Recovery	• The cost of OSIP falls under Divisional Administration, which is then charged back to the province at the divisional rate • The cost of 1 Sergeant position is charged to the federal government • Participants on the review teams from non-RCMP agencies pay their own expenses
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location

Performance Measurement	• Performance of the members of OISP is measured through:
	   1. The successful application of Major Case Management principles on major investigative files
	   2. The assessment of the value added in having OISP work with the investigative teams
	• In terms of individual performance, OISP members' performance is evaluated based on the completion of a Performance Evaluation and Learning Plan which assesses the organizational and functional competencies of the employee

Equipment	• There is no specialized equipment required • Employees require standard office equipment
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Operational Communications Centers/ Dispatch

Specialized Policing Area	Operational Communications Centers/ Dispatch
Scope of Capabilities	- The Alberta RCMP provincial Operational Communications Center (OCC) provides critical operational support to members in the field - OCC acts as the first point of contact for the public requesting assistance in both emergency and non-urgent matters - Provides emergency dispatch/call taking services to 110 RCMP detachments, a number of integrated units and 2 First Nations police services, serving approximately 1.5M Albertans - Core duties include: taking 911 calls, complaint line calls for detachments, some Detachment administration line calls, and dispatching services - The provincial OCC virtual integration initiative will merge computer aided dispatch systems, integrated mapping, AFRCC, integrated 911 and complaint phone queues. This initiative is expected to be completed by March 2021
Specialist Organizations Structures	- The Alberta RCMP OCC Program currently maintains 146 FTE positions - The Alberta RCMP provincial OCCs are responsible for all OCC recruiting, hiring processes and specialized training
Specialized Training	- The training program is developed by Subject Matter Experts, RCMP Learning and Development, and the National OCC Policy Centre - The training program is monitored, maintained and coordinated by the OCC National Support Policy Center. A minimum of 2 FTE personnel with extensive training are part of the OCC Program Support Team - All Alberta RCMP OCC staff are required to complete the mandatory Telecommunications Operator Training Program. This includes: - Minimum of 5 weeks (188 hrs) of call-taker classroom training - Minimum of 8.5 weeks (320 hrs) of on-the-job call taker training - Successful completion of a demonstrated proficiency evaluation (1 shift) - Minimum of 3.5 weeks (114 hrs) of dispatch classroom training - Minimum of 8.5 weeks (320 hrs) of on-the-job dispatch training - Successful completion of a demonstrated proficiency evaluation (1 shift) - Successful completion of a final exam (1 shift) - Successful completion of all national, divisional and unit mandatory online courses - Minimum of 4 shifts as an Information Desk Operator
Location of Specialists	All OCC Program resources are located in Edmonton and Red Deer
Cost Recovery	- The Alberta RCMP OCC Program is a provincial police service unit and all costs are recovered through the PPSA - Cost recovery for any external unit expenses is charged to Divisional Financial Administration - In the event of emergencies or major events, costs are recovered whenever required per the terms outlined in Article 9 of the PPSA
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	- Performance measures utilized by the OCCs include: 911 call answer times, 911 call duration times, telephone call volumes, police file counts, operator telephone activity, and operator CAD activity - The provincial OCC maintain quality assurance programs that review the service provided using specific guidelines: Call taker review, Dispatch review, Business continuity, Client satisfaction, Employee satisfaction, Field coaching program, Financial management, Learning/training/development, Occupational health and well-being, Overtime, and Respectful workplace
Equipment	- All OCC workstations and computers are shared - Individual operators are assigned personal equipment (keyboards, mice, headsets, etc.). Managers have laptops and phones assigned to them to provide 24/7 - All equipment is procured and owned at the provincial level - Details of equipment is listed: -Centrex phone system with 911 Automatic Call Distributor (ACD) (provincially managed with service provider Telus) ○ Real time Printer (provincially managed with service provider Telus) ○ Harris Symphony radio consoles AFRCCS (provincially managed) ○ Bell CAD (CIIDS – RCMP specific) (managed at federal level, with provincial assistance) ○ Solacom NG 911 multimedia call handling system (within the next 6 months) (provincially managed) ○ Microsoft Teams applications (will replace Magor Video conferencing) (provincially managed)
Rural and First Nations communities	- Services do not differ based on geographies - OCC is developing recruiting strategies to have more Indigenous representation

Specialized Policing Area: Prisoner Management and Control

Specialized Policing Area	Prisoner Management and Control

Scope of Capabilities	• The responsibility for management of prisoners is at the detachment level. Cells are maintained in most detachments for the temporary lodging of prisoners resulting from a recent arrest, a recent remand or around a court appearance
	• Additional detachment responsibilities include feeding the prisoner, ensuring the prisoner is accompanied by proper paperwork, caring for the prisoner's personal effects and guarding/oversight by either a Member or a dedicated Guard/Matron
	   ○ Guards are utilized to watch over the prisoners while in RCMP custody. Larger municipal detachments have full-time guards. Smaller detachments have guards available "on-call"
	   ○ The Alberta RCMP has a contract for guarding services with the Canadian Corps of Commissionaires
	• Detachments must ensure that a prisoner receives any medical treatment required. This includes transporting the prisoner to a medical facility, if necessary. In some cases, the RCMP continues to be responsible for the prisoner for an extended period, while at the medical facility
	• In some areas of Alberta, where Alberta Sheriffs Branch services are not available, the RCMP is responsible for prisoner transport
	• When the RCMP receive a Judge's PCHAD court order (under *The Protection of Children Abusing Drugs Act*) the RCMP are required to locate that individual, arrest them, and transport them to a facility located somewhere within the province
	• The Alberta RCMP is responsible for transporting any persons detained under Mental Health provisions to a designated facility to be assessed by a doctor
	• In accordance with legislation and the Charter, members are responsible for ensuring that the prisoner is dealt with in a timely manner. This includes making arrangements for a JIR Hearing within 24 hours of the arrest
	• The arresting officer or delegate is responsible for arranging the JIR Hearing:
	   ○ Member will make submissions regarding release, remand, or bail
	   ○ Members are responsible for the security of the Prisoner during a bail hearing. They will move the prisoner from the cell to the phone room for the hearing, and then back to cells after the hearing.
	   ○ Member is responsible for creating the Court/Bail Package that is sent to Crown via the Criminal E-file system, where it is reviewed by Crown, who may potentially request further information, which the Member has to gather and submit
	   ○ There are currently three detachments on a Pre-Charge pilot project where the Member will submit a package to a 'Charge Approval' Crown for review prior to submitting to the Hearing Office for the Hearing Office Crown to run the bail hearing.
	• The arresting officer or delegate is responsible for the release of the prisoner, which includes completion of all required documentation
	• Larger detachments have cell block members who are responsible for the day-to-day operations of the cell block and overseeing the operations of the cell block

Specialist Organizations Structures	• With very few exceptions, there are no additional RCMP officers assigned to these duties. Guards and Matrons contracted through the Corps of Commissionaires are not reflected on organizational charts.
Specialized Training	• Including any training required by the Corps of Commissionaires, the guards and matrons receive both classroom and hands-on training at the local level. The detachments are responsible for this training. The security clearance required by the guard/matron is paid for by the Detachment. • First Aid Training is also required, the cost of which is covered by the Corps of Commissionaires.
Location of Specialists	• Prisoner management is the responsibility of all detachments.
Cost Recovery	• All costs associated with prisoners and prisoner transport are absorbed by the detachment and assigned to the appropriate business line. In a municipal detachment, the municipal contract is responsible for the cost. In a provincial contract, the PPSA absorbs the cost. Once a prisoner is remanded, the costs related to the prisoner become the responsibility of the province.
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location
Performance Measurement	• Prisoner lodging documentation and processes are subject to review through unit Level Quality Assurance (ULQA). This oversight is the responsibility of the detachment commander.
Equipment	• Approved cell block facilities are required, the standards of which are the responsibility of Property Management. For transport of prisoners, handcuffs and leg shackles are required. • Handcuffs are issued to each Member. Leg shackles are purchased by the detachment and kept in the guard room for use by all members. • Equipment is owned and managed at the detachment level, either municipal or provincial.
Rural and First Nations communities	• Services do not differ based on geographies • Cost to transport prisoners to medical facilities and/or remand facilities may be higher due to remote locations of communities

Specialized Policing Area: Search and Rescue (Operational Readiness and Response Unit)

Specialized Policing Area	Search and Rescue (Operational Readiness and Response Unit)
Scope of Capabilities	• The Operational Readiness and Response unit (ORR) is the Alberta RCMP's provincial level policy center and point of contact for all Search and Rescue (SAR) matters • SAR Alberta is an Alberta-based non-profit association of SAR teams and volunteers. Each local SAR team is a stand-alone entity. SAR Alberta is the central point of contact for local SAR teams and the RCMP's primary point of contact and central coordinator • The RCMP is responsible for all missing & lost persons and back country rescue. RCMP determines when SAR's support is necessary and utilizes SAR teams accordingly • RCMP works with SAR Alberta to improve SAR structures, standards, deployment models and funding
Specialist Organizations Structures	• The ORR has 2 full time resources provided by the PPSA. The ORR reports into the Officer in Charge of the CIP program • The RCMP has 85 trained part time Search Managers across Alberta
Specialized Training	• Training includes a Basic Search and Rescue Course and a Search Manager's Course • Most SAR teams host scenario-based training at least annually • RCMP members and civilian SAR team Search Managers take the same training • SAR Alberta conducts training and local detachments send officers to be trained to become Search Managers • Costs incurred by local detachments for training is charged back to detachment under training expenses
Location of Specialists	• 85 trained RCMP Search Managers are located across Alberta. When a situation arises the closest search managers are deployed • All members are also assigned to other units and duties (front line detachment policing, specialized policing, and other roles)
Cost Recovery	• Cost of search and rescue is billed to the PPSA or the MPSA based on location of the incident • Rural and backcountry rescues are billed to the PPSA
Compensation	• Compensated according to their rank and service • Not entitled to any additional compensation based on their role during deployments or location • Overtime is billed as necessary
Performance Measurement	• No specific performance measures
Equipment	• Specialized equipment includes helicopters, boats, ATVS, etc. but no equipment is dedicated solely to SAR • SAR teams and volunteers are required to provide their own equipment, acquired through government funding, local sponsorships or fundraising • Equipment is owned at the PPSA or MPSA level depending on the location and how the equipment was procured
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Serious Crimes Branch

Specialized Policing Area	Serious Crimes Branch
Scope of Capabilities	• The Serious Crimes Branch (SCB) is the investigative services branch of the Alberta RCMP and is responsible for providing investigative services in complex areas • The SCB provides expertise in several areas, including the investigation of homicides, serious person crimes, sexual assaults, multi-jurisdictional offences, complex investigations, and investigations requiring the application of advanced investigative techniques • SCB is divided up into 4 areas: Management, Investigative Services, Offender Management, & Behavioural Sciences **Management:** 1. **Senior Leadership Team SLT:** provides oversight over operations and administration for the whole Branch 2. **Administrative Support:** provides administrative and transcription services to operational units within SCB 3. **Serious Crimes Operations Support:** provides operational support to SCB **Investigative Services:** 1. RCMP detachments, Indigenous police services, and smaller municipal police services. The MCU also investigates conspiracies to commit murder, suspicious deaths, and suspicious missing persons files 2. **Historic Homicide Unit (HHU):** is responsible for investigating unsolved homicides within Alberta 3. **General Investigations Sections (GIS):** addresses investigative needs of the entire province. The GIS supports district level GIS units to provide investigative services to all the detachments and units in the province 4. **Child Advocacy Centers (CAC):** provides expertise in child interviewing techniques. RCMP supports the centers. The SCB acts as policy center for CAS's and child sexual assault investigations for the RCMP 5. **Interview Assistance Team (IAT):** provides interview support throughout the province. Coordinates interview training and developing a provincial policing standard for interviews 6. **Truth Verification Section:** provides polygraph examinations to support investigations across the province. Assists in pre-employment polygraphs, statement analysis, cognitive interview, and development of interview strategies 7. **Forestry Crime Unit:** responsible for coordinating all forestry investigations. RCMP members are seconded to Alberta Agriculture & Forestry where they conduct the forestry investigations 8. **Livestock Investigations:** responsible for coordinating livestock-related investigations in Alberta RCMP jurisdictions. RCMP members are seconded to work with Livestock Identification Services 9. **Alberta Gaming, Liquor and Cannabis Commission (AGLC):** Alberta RCMP seconds members to the AGLC to provide administrative structure to AGLC 10. **Major Crime Unit (MCU):** provides investigative services to conduct homicide investigations for Alberta **Offender Management** 1. **High Risk Offender Program (HROP):** works with high risk violent offenders in the province. The HROP team works with Correctional Services Canada (CSC), the province, and Crown to identify the high-risk violent offenders being released from federal/provincial institutions at the end of their sentence 2. **Sex Offender Registry (SORCA):** administers the National Sex Offender Registry (NSOR) in Alberta and manages all data entered into the NSOR for Alberta 3. **Integrated Threat and Risk Assessment Center (ITRAC):** receives and reviews domestic violence investigations from Alberta police services and provides threat management services to these agencies. ITRAC provides analysis to police services in Alberta, assisting with prioritizing cases and preventing 4. future intimate partner violence. This unit provides structure and analysis for effective management of high-risk domestic violence offenders **Behavioural Sciences** 1. **Threat Evaluation and Management Team:** proactive approach to reducing violence by identifying potential targets for violence and implementing plans to deter violence or reduce the impact of violence 2. **Violence Crime Linkage Analysis System (ViCLAS):** responsible for providing priority analysis and providing quality control over all VicLAS submissions received from RCMP detachments in the K, G and V Divisions. ViCLAS is also responsible for all Alberta municipal police agencies and the Department of National Defense
Specialist Organizations Structures	• The SCB is comprised of 220 positions across all areas • All of SCB's positions within the various units support all levels of the Alberta RCMP • Several units provide services to other Policing Agencies in Alberta

|	

Specialized Training	• All SCB regular members are required to complete the following online courses totaling ~24 hours:
	   1. Intercepting Private Communications – An Overview (2 hours),
	   2. Court Testimony (2 hours),
	   3. Crime Scene Management (2 hours),
	   4. Introduction to Disclosure (1.5 hours),
	   5. Introduction to Human Sources (4 hours),
	   6. Introduction to Major Case Management (1.5 hours),
	   7. Interviewing Suspects (2 hours),
	   8. Interviewing Witnesses and Victims (2 hours),
	   9. Investigation of Workplace Fatalities (0.25 hours),
	  10. Note Taking (2 hours),
	  11. Search and Seizure with Warrant (2 hours),
	  12. Search and Seizure without Warrant (2 hours), and
	  13. Suicide Awareness and Prevention for Supervisors (1 hour).
	• Specialized training differs based on the roles within each unit under SCB
	• The SCB is developing investigative guide for workplace fatalities and member involved shootings and kidnappings investigation protocols for Alberta RCMP
	• Investigators within SCB are subject matter experts in areas relevant to major case investigations

Location of Specialists	• The majority of SCB resources are located out of Edmonton and Airdrie; however, their work requires travel throughout the province.
Cost Recovery	• The SCB is primarily funded by the PPSA • The units that service municipalities or other jurisdictions charge costs to those municipalities
Compensation	• Several SCB units are required to be available for reactive call out to incidents, thus on-call pay is afforded to some of the units. Those units are entitled to overtime and travel costs when necessary • Several SCB employees are entitled to a "plain clothes" annual clothing allowance of $900
Performance Measurement	• The SCB operates primarily in a response or support capacity to investigations that may require a significant amount of time to complete. For the branch as a whole the objective is to successfully arrest and prosecute perpetrators of serious crimes. • Individuals in the SCB sections are evaluated based on the level of adherence to standard operating procedures, use of major case management methodologies, and other defined standards for the specific roles within SCB
Equipment	• Specialized equipment is required for several units under SCB • Equipment is owned and managed at the provincial level
Rural and First Nations communities	• Services do not differ based on geographies

Specialized Policing Area: Traffic Services

Specialized Policing Area	Traffic Services
Scope of Capabilities	- Traffic Services works to support safe and efficient roadways - Acts as the primary point of contact between the Alberta RCMP and the driving public and public agencies regarding enforcement of traffic violations - Provide support to the General Duty members by responding to significant events that occur and require additional resources - Traffic Services members respond to and investigate motor vehicle collisions and complaints from the public in relation to traffic matters - Members are trained in all aspects of community safety, traffic enforcement and collision investigation - Program is heavily invested in the following provincial Priorities: Impaired Driving Investigations, Crime Reduction Initiatives, Collision Reconstruction and Provincial Traffic Safety Priorities to mitigate serious injury or fatal collisions
Specialist Organizations Structures	- There are 188 regular members and 29 public service employees within the Traffic Program - There are 4 regular members and 27 public service employees (28 Traffic units) placed throughout the province with a mandate to carry out enforcement and educational traffic activities 2 (North and South) Roving Traffic units comprised of 5 members on each team targeting criminal drug enterprise activities in Alberta 12 Traffic Reconstructionists (North and South), backed up by 10 Support Analysts, providing service to federal, provincial and local agencies and other policing services 2 Traffic Commanders 3 Traffic Advisory Supervisors 1 Drug Recognition Expert Specialist/provincial Coordinator 1 Traffic Specialist/provincial Coordinator 1 Research and Crime Analyst (PSE) 4 (3 RMs and 1 PSE) Traffic Service Management Group
Specialized Training	- Traffic Program members are trained in all aspects of community safety, traffic enforcement and collision investigation - Prior to being deployed, all Traffic members are required to have the following training requirements which are offered at the provincial level: Approved Screening Device training, Laser Training, Tire Deflation Device Training. - Following deployment, Traffic members are recommended to take the following training: Criminal Collision, Investigation Team Training, Standardized Field Sobriety Testing
Location of Specialists	- Traffic units consist of either Integrated Traffic units (ITU) (RCMP members & Alberta Sheriffs) or RCMP-only Traffic Services units (TS) - There are 28 units in 5 Traffic Regions: Northeast Traffic Region, Northwest Traffic Region, Capital Traffic Region, EQ11 Centera, South Traffic Region - Forensic Collision Re-constructions units and members are located in Peace Rock, Westlock, St. Paul, Spruce Grove, Red Deer, Calgary, Lethbridge - Roving Traffic units: Parkland detachment and Cochrane detachment
Cost Recovery	Traffic Services and all units operating under the umbrella of Traffic Services are considered Specialized Services under the PPSA and as such the program is provincially funded
Compensation	- Compensated according to their rank and service - Not entitled to any additional compensation based on their role during deployments or location - One exception - members stationed at Wood Buffalo Traffic Services are entitled to a cost of living allowance and are compensated $12,500
Performance Measurement	- The Alberta RCMP Traffic Service members performance is measured on the impact on the rate of motor vehicle collision fatalities and serious injuries. The performance is reported in the Alberta RCMP/ Government of Alberta Joint Business plan on a quarterly basis - Traffic enforcement initiatives can be measured through the number of violations tickets written or the number of vehicles checked
Equipment	- There is specialized equipment used by the Collision Reconstruction Program and Roving Traffic units - Equipment is issued to each Member within the program - Equipment is procured and managed at a provincial level
Rural and First Nations Communities	- Members are provided data identifying areas with high rural property crimes and prolific offenders. Subsequently patrol plans are adjusted to increase presences accordingly - Traffic Services uses fatal collision and rural crime mapping data to deploy traffic resources strategically to address multiple policing priorities simultaneously - Traffic Services are actively involved with First Nations communities and are currently championing a consultative approach for custom enforcement and educational priorities of the community's Chiefs and Councils

Supplement B: Current Deployment

B1: K Division Organization Chart[79]
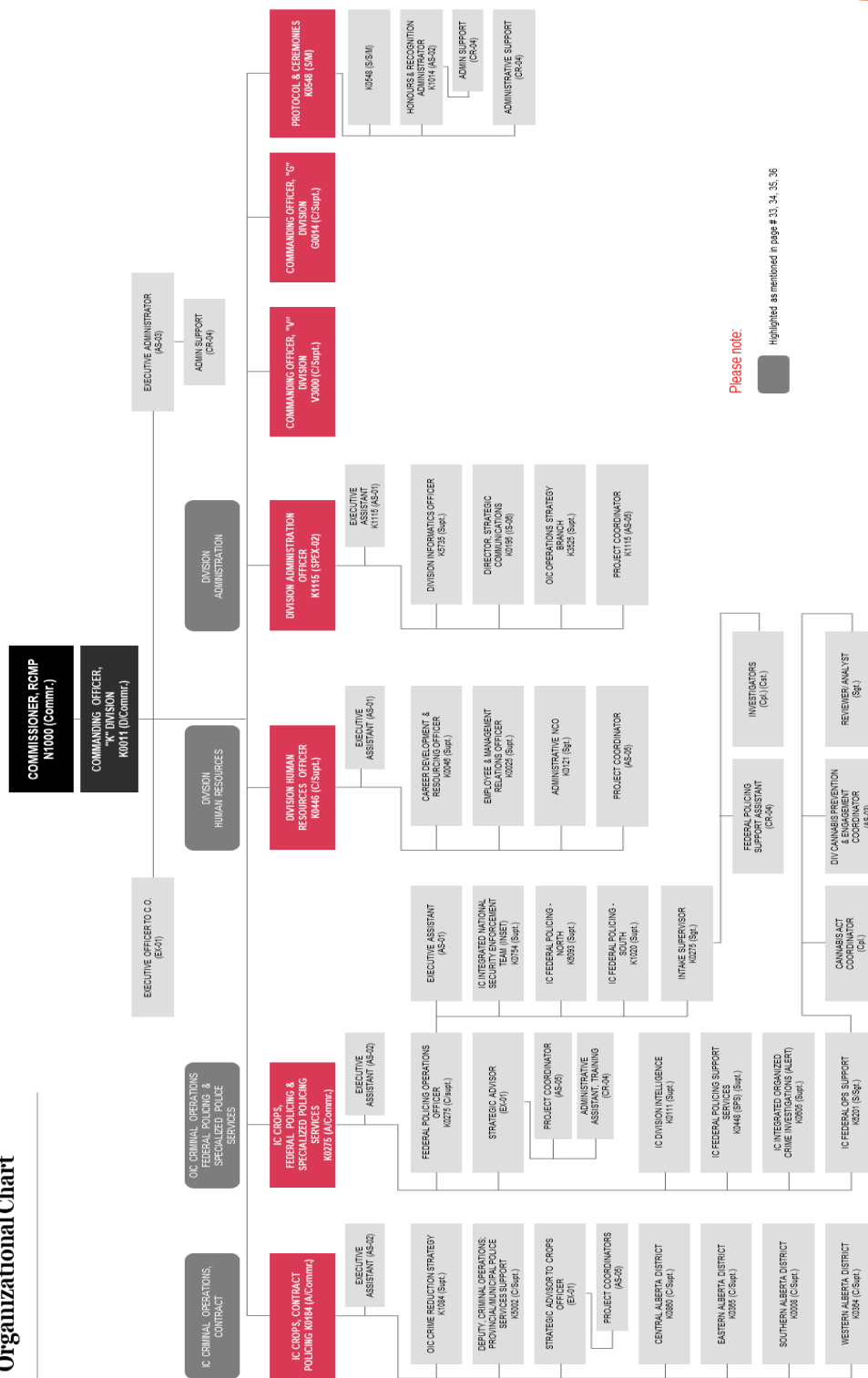
B2: RCMP Regular Member and Special Constable Ranks

RCMP Rank
Regular Members
Recruitment Allowance during Cadet Training Program
Constable (upon graduation)
Constable (6 months service)
Constable (12 months service)
Constable (24 months service)
Constable (36 months service)
Corporal (top step)
Sergeant (top step)
Staff Sergeant (top step)
Inspector (top step)
Superintendent (top step)
Chief Superintendent (top step)
Special Constables
Aircraft Maintenance Engineer - AME-01 (top step)
Fixed Wing Pilot - FWP-04
Pilots - PT-01 (top step)
Pilots - PT-02 (top step)
RPS-02

B3: RCMP Civilian Member Ranks

RCMP Rank
Civilian Members
Administration - ADM-02 (top step)
Administration - ADM-03 (top step)
Administration - ADM-04 (top step)
Administration - ADM-05 (top step)
Administration - ADM-06 (top step)
Chaplain - CHP-03
Clerk - CK-04 (top step)
Clerk - CK-05 (top step)
Computer Personnel - CP-02 (top step)
Computer Personnel - CP-03 (top step)
Education Services - EDU-02
Economics and Social Science Services - ESS-05 (top step
Economics and Social Science Services - ESS-06 (top step
General Technician - GTEC-03 (top step)
General Technician - GTEC-04 (top step)
Intercept Monitor - IM-02 (top step)
Liaison - LN-03 (top step)
Liaison - LN-04 (top step)
Personnel Administration - PN-03 (top step)
Program Administration - PADM-06 (top step)
Telecommunications Operator - TO-02 (top step)
Telecommunications Operator - TO-03 (top step)
Telecommunications Operator - TO-04 (top step)
THC-05 - Aircraft Maintenance Engineers (top step)
THC-06 - Aircraft Maintenance Engineers (top step)

B4: RCMP Public Service Employees Levels

RCMP Rank
Public Service Employees
AS-01
AS-02
AS-03
AS-04
AS-05
AS-06
AS-07
CH-01
CR-03
CR-04
CR-05
CR-06
CS-02
CS-03
CS-04
EC-02
EC-03
EC-04
EC-05
EC-06
EC-07
ED-EDS-02
ED-EDS-03
EG-01
EG-02
EG-03
EG-04
EG-05
EG-06
EG-07
EX-01 - Senior Officer (top step)
EX-02 - Senior Officer (top step)
FI-01
FI-02
FI-04
GL-EL-02
GL-EL-04
GL-MAN-05
GS-STS-04
GS-STS-05
GL-VHE-10
GT-03
IS-03
IS-04

IS-06
NU-CHN-03
NU-CHN-04
PC-02
PE-01
PE-02
PE-03
PE-04
PE-05
PE-06
PG-01
PG-02
PG-04
PG-06
PO-IMA-02
POTCO-01
POTCO-02
POTCO-03
PM-01
PM-03
PM-04
PM-06
PS-04
SOMAO-06
SW-CHA-03

Supplement C: Compensation & Benefits

C1: RCMP - Civilian Members Current Pay Rates[80]

Civilian Members	Base Pay (Annual)
Administration - ADM-02 (top step)	$61,877
Administration - ADM-03 (top step)	$66,324
Administration - ADM-04 (top step)	$72,660
Administration - ADM-05 (top step)	$86,788
Administration - ADM-06 (top step)	$96,461
Chaplain - CHP-03	$89,892
Clerk - CK-04 (top step)	$51,518
Clerk - CK-05 (top step)	$56,471
Computer Personnel - CP-02 (top step)	$86,213
Computer Personnel - CP-03 (top step)	$103,304
Education Services - EDU-02	$84,830
Economics and Social Science Services - ESS-05 (top step	$101,999
Economics and Social Science Services - ESS-06 (top step	$116,116
General Technician - GTEC-03 (top step)	$62,955
General Technician - GTEC-04 (top step)	$71,124
Intercept Monitor - IM-02 (top step)	$66,496
Liaison - LN-03 (top step)	$72,660
Liaison - LN-04 (top step)	$86,788
Personnel Administration - PN-03 (top step)	$82,482
Program Administration - PADM-06 (top step)	$107,619
Telecommunications Operator - TO-02 (top step)	$66,496
Telecommunications Operator - TO-03 (top step)	$72,481
Telecommunications Operator - TO-04 (top step)	$79,004
THC-05 - Aircraft Maintenance Engineers (top step)	$80,083
THC-06 - Aircraft Maintenance Engineers (top step)	$88,091

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[80] APPS Rates of Pay

C2: RCMP - Public Service Employees Current Pay Rates

Public Service Employees	Base Pay - top step (Annual)
AS-01	$61,379
AS-02	$65,887
AS-03	$70,622
AS-04	$77,368
AS-05	$92,412
AS-06	$102,712
AS-07	$114,592
CH-01	$74,384
CR-03	$49,478
CR-04	$54,857
CR-05	$60,130
CR-06	$68,194
CS-02	$86,213
CS-03	$103,304
CS-04	$118,499
EC-02	$70,222
EC-03	$76,548
EC-04	$84,510
EC-05	$100,492
EC-06	$114,400
EC-07	$127,950
ED-EDS-02	$84,830
ED-EDS-03	$90,572
EG-01	$42,394
EG-02	$46,079
EG-03	$50,090
EG-04	$53,978
EG-05	$58,429
EG-06	$63,636
EG-07	$68,774
EX-01 - Senior Officer (top step)	$132,100
EX-02 - Senior Officer (top step)	$148,100
FI-01	$81,834
FI-02	$96,329
FI-04	$132,134
GL-EL-02	21.58 (hourly rate based on 40 hours/week)
GL-EL-04	22.92 (hourly rate based on 40 hours/week)
GL-MAN-05	26.47 (hourly rate based on 40 hours/week)
GS-STS-04	24.90 (hourly rate based on 40 hours/week)
GS-STS-05	27.77 (hourly rate based on 40 hours/week)
GL-VHE-10	33.47 (hourly rate based on 40 hours/week)
GT-03	$67,035
IS-03	$77,368
IS-04	$92,412
IS-06	$107,619
NU-CHN-03	$91,963

NU-CHN-04	$97,384
PC-02	$88,090
PE-01	$69,607
PE-02	$78,344
PE-03	$87,975
PE-04	$97,810
PE-05	$109,788
PE-06	$121,776
PG-01	$61,149
PG-02	$69,624
PG-04	$92,033
PG-06	$115,991
PO-IMA-02	$64,864
POTCO-01	$58,970
POTCO-02	$64,864
POTCO-03	$70,702
PM-01	$61,379
PM-03	$70,622
PM-04	$77,368
PM-06	$114,592
PS-04	$111,288
SOMAO-06	43.39 (hourly rate based on 40 hours/week)
SW-CHA-03	$88,564

C3: Comparable Pension Plan Analysis[81]

Police Service	Alberta municipal police services	RCMP	Ontario Provincial Police	Sûreté du Québec	Royal Newfoundland Constabulary
Pension Plan	Special Forces Pension Plan	Pension Plan for the Royal Canadian Mounted Police	Ontario Public Service Pension Plan	Régime de retraite des membres de la Sûreté du Québec	Uniformed Services Pension Plan
	SFPP	RCMP Pension Plan	PSPP (Ontario)	RRMSQ	USPP
Number of officers (December 2018)	4,476	22,474 (at March 31, 2018 valuation)	5,668	5,356	387
Vesting	Five years	Two years	Immediate	Two years	Five years
Benefit Formula	Up to average YMPE: 1.4% Above average YMPE: 2.0%	Up to average YMPE: 1.375% Above average YMPE: 2.0%	Up to average YMPE: 1.3% Above average YMPE: 2.0%	Pre-1992 service: 2.3% Post-1991 service: 2.0%	Up to average YMPE: 1.4% Above average YMPE: 2.0%
Bridge Benefit	Up to average YMPE: 0.6%		Up to average YMPE: 0.7%	Post-1991 service: 0.3%	Up to average YMPE: 0.6%
Retirement Date	Age 55	Age 60	Age 65	Age 65 (mandatory)	Age 60
Early Unreduced Retirement	25 years of service	25 years of pensionable service	- Age 50 with 30 years of service - Age 60 with 20 years of service - 90 factor	- 25 years of service - 75 factor - Age 60	25 years of service

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[81] Police Service Pension Plan and RCMP comparisons provided by JSG

Early Reduced Retirement	None	20 years of pensionable service	Age 55	20 years of service	None
Early Retirement Reduction (per annum)	N/A	5%	5%	- Pre-1992 service: 6% - 1992 to 2017 service: 3% - Post-2017 service: 5%	N/A
Indexation	- Pre-2001 service: 60% of Alberta CPI - Post-2000 service: 30% of Alberta CPI	100% of CPI	100% of CPI	- Pre-2000 service: 100% of CPI - Post-1991 service: higher of 50% of CPI or CPI – 3%	
Indexation Conditions	Post-2000 service indexation subject to funding		Capped at 8% (excess carried over to future years)	For pre-2000 service, any service beyond 20 years has indexation of CPI – 3%	
Member Contribution Rate	13.45%	- Up to YMPE: 9.53% - Above YMPE: 11.72% (Current service only)	- Up to YMPE: 9.7% - Above YMPE: 12.8%	- Up to QPP exemption: 8% - Above QPP exemption to YMPE: 6.2% - Above YMPE: 8%	- Up to CPP exemption: 9.95% - Above CPP exemption to YMPE: 8.15% - Above YMPE: 9.95%
Employer Contribution Rate	14.55%	- The Government of Canada pays the amount needed (together with member contributions) to fund the current service costs. - Payments for actuarial shortfall will be credited to the fund/account by the Government of Canada.	- Up to YMPE: 9.7% - Above YMPE: 12.8%	14.17% (However, pre-2007 service and liabilities is paid from the Consolidated Revenue Fund)	- Up to CPP minimum earnings: 9.95% - Above CPP minimum earnings to CPP maximum earnings: 8.15% - Above CPP maximum earnings: 9.95%

Supplement D: Equipment

D1: List of Standard Uniform and Equipment Issued to New Members[82]

Item Description	Max. Order Qty
Armour, Panel, Soft	1
Armour, Panel, Soft, Carrier, Internal	2
Rank, Epaulettes, Badges & Insignia	***Issued once promoted into the next rank
Belt, Ceremonial	1
Belt, Ceremonial, Buckle	1
Belt, Duty, Nylon, Defensive Spray Holder	1
Belt, Duty, Nylon, Detachable Keeper	1
Belt, Duty, Nylon, Double Mag Pouch	1
Belt, Duty, Nylon, Flashlight Holder	1
Belt, Duty, Nylon, Flashlight Ring	1
Belt, Duty, Nylon, Handcuff Pouch	1
Belt, Duty, Nylon, Inner	1
Belt, Duty, Nylon, Minilight Holder	1
Belt, Duty, Nylon, Outer	1
Belt, Sam Browne	1
Belt, Sam Browne, Double 'D' Ring Loop	1
Belt, Sam Browne, Double Magazine Holder	1
Belt, Sam Browne, Handcuff Pouch	1
Belt, Sam Browne, Holster	1
Belt, Sam Browne,	1
Belt, Sam Browne, X-Strap, removable loop	1
Belt, Waist, Leather, Black	2
Boots, Ankle, Lightweight, Unisex	1
Boot, Congress, Male & Female	1
Boots, Congress, Spurs	1
Boots, Congress, Spurs, Box	1
Boots, High Brown, Unisex	1
Boots, High Brown, Laces	2
Boots, High Brown, Spurs, Jack, without Leather Parts	1
Boots, High Brown, Straps & Tabs Spur	1
Boots, Winter, Unisex	1
Cap, Baseball, Blue	1

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[82] *Source: APPS - Equipment Final - 2020-11-30 EQ.12, PwC Analysis*

Cap, Cloth	2
Cap, Cloth, Cover	1
Cap, Fur	1
Carbine, Mag, Pouch, Single	2
Gloves, Duty, Insulated, Male & Female	1
Gloves, Lined, Leather, Black, Male & Female	1
Gloves, Slash Resistant	2
Gloves, Unlined, Leather, Brown, Male & Female	1
Hat, Felt	1
Hat, Felt, Cover	1
Hijab, Navy Blue	4
Jacket, Blue, All Ranks, Male & Female	1
Jacket, Patrol, Unisex	1
Jacket, Patrol, Unisex, Liner	1
Jacket, Patrol, Softshell	1
Jacket, Windsuit, Bicycle	1
Lanyard	1
Mittens, Arctic, Liner	2
Mittens, Arctic, Shell	1
Name Tag, Blue	2
Parka, Inclement, Hood, Cold Weather	1
Parka, Inclement Weather	1
Parka, Inclement Weather, Liner	1
Shirt, Bicycle, Long Sleeve	4
Shirt, Bicycle, Short Sleeve	4
Shirt, Duty, Long Sleeve	5
Shirt, Duty, Short Sleeve	5
Shoes, Oxford, Black, Male & Female	1
Shoes, Pumps, Black, Female	1
Shorts, Bicycle	2
Shorts, Duty	2
Skirt, Short, Blue	2
Skirt, Long, Blue	1
Socks, Heavyweight, Blue	4
Socks, Lightweight, Blue	10
Suspenders	1
Sweater, Pull-Over, V-Neck	1

T-Shirt, Crested, Blue, Male & Female	5
Tie, Bar	2
Tie, Blue	2
Toque	1
Trousers, Blue, Male & Female	4
Trousers, Breeches, Blue, Unisex	1
Trousers, Field, Male & Female	2
Trousers, Heavyweight, (Whipcord), Male & Female	2
Trousers, Inclement Weather	1
Trousers, Overalls, Blue	1
Trousers, Storm	1
Trousers, Washable, Cargo Pocket, Male & Female	2
Trousers, Windsuit, Bicycle	1
Tunic, Scarlet, Male & Female	1
Turban, Navy Blue	1
Turban, Light Brown	1
Vest Carrier, External, Load Carrying	1
Vest, High Visibility	1
Smith and Wesson 9mm Handgun	1
Gun lock box	1
9mm ammunition	1

D2: List of Shared Equipment Available at detachments[83]

Item Description	Comments
Segways	***Not available at every Detachment
Mountain Bikes / Patrol Bikes	***Not available at every Detachment
Snow Machines	***Not available at every Detachment
All-Terrain Vehicles	***Not available at every Detachment
Utility Terrain Vehicles	***Not available at every Detachment
Boat	***Not available at every Detachment
Life jackets	***Not available at every Detachment
Helmets	***Not available at every Detachment
Carbine	Available at every detachment

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[83] *Source: APPS - Equipment Final - 2020-11-30 EQ.13, PwC Analysis*

Rifle	Available at every detachment
Shotgun	Available at every detachment
Ammunition for Carbine, Rifle and Shotgun	Available at every detachment
Taser	Available at every detachment
Taser holster	Available at every detachment
Taser Cartridges	Available at every detachment
Roadside screening device	Available at every detachment
Police Motor Vehicles - Equipment included	Available at every detachment
Vehicle GPS devices	Available at every detachment
Handheld laser	Available at every detachment
Handheld radar	Available at every detachment
High visibility jackets	Available at every detachment
Criminal code	Available at every detachment
Provincial Offences Book	Available at every detachment
Hard Body Armour	Available at every detachment
Satellite Phones	Available at every detachment

D3: Standard Equipment Fitted to Fleet[84]

GD = General Duty
TS = Traffic Services
TR = Truck
UM = Unmarked, General Duty and Traffic
SL = Slick
SPC = Specialty, incl. PDS, ERT, FIS, etc.
DIS = Discreet
COV = Covert

Vehicle Type		GD	TS	TR	UM	SL	SPC	DIS	COV
Front Lighting									
Front corner strobes	White	✔	✔	✔	✔	✔	✔		
Wig wag	White	✔	✔	✔	✔	✔	✔	✔	✔
Grill lights	Red / Blue				✔		✔	✔	✔
Windshield lights	Red / Blue							✔	✔
Windshield lights w/takedown and alley	Red / blue / white				✔	✔	✔		

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[84] *APPS - Equipment Final - 2020-11-30 EQ.3, PwC Analysis*

Private & Confidential

Side Lighting									
Side mirror lights	Red / Blue		✔		✔	✔	✔		
Side lights rear 1/4 glass	Red / Blue				✔	✔			
Rear 1/4 panel lights	Red / Blue						✔		
Rear Lighting									
Directional arrow	Red / Blue / Amber	✔	✔	✔	✔	✔			
Rear glass lights	Red / Blue				✔	✔	✔	✔	✔
Rear hatch lights when liftgate is open	Red / Blue	✔	✔		✔	✔			
Rear licence lights	Red / Blue				✔	✔	✔		
Rear Taillight LED Strobes	Red / Blue or Red / Red	✔	✔	✔	✔	✔	✔	✔	✔
Roof Bar									
Roof light bar w/takedown and alley	Red / Blue / White	✔	✔	✔					
Other									
Dual mount Carbine/shotgun rack		✔	✔	✔	✔	✔			
Prisoner partition		✔	✔	✔	✔	✔			
Rear door side window bars		✔	✔	✔	✔	✔			
Rear window bars				✔					
Rear inner door panel		✔	✔	✔	✔	✔			
Rear door emergency release		✔	✔	✔	✔	✔			
Console		✔	✔	✔	✔	✔	✔		
Laptop mount		✔	✔	✔	✔	✔	✔		
Laptop		✔	✔	✔	✔	✔	✔		
Modem		✔	✔	✔	✔	✔	✔		
Printer		✔	✔	✔	✔	✔			
Voltage display		✔	✔	✔	✔	✔	✔		
Driver's licence scanner		✔	✔	✔	✔	✔			
Police radio		✔	✔	✔	✔	✔	✔	✔	✔
Digital vehicular repeater		✔	✔	✔	✔	✔	✔		
Digital video recorder		✔	✔	✔	✔	✔	✔		
Radar		✔	✔	✔	✔	✔			
Idle lock		✔	✔	✔	✔	✔			

Equipment									
Under seat equipment box				✔					
Siren		✔	✔	✔	✔	✔	✔		
Discreet siren								✔	✔
Siren speaker		✔	✔	✔	✔	✔	✔	✔	✔
Toolbox				✔					
Firearm lock box								✔	✔
Pad lock				✔			✔	✔	✔
Alberta #1 First Aid kit		✔	✔	✔	✔	✔	✔	✔	✔
5# Fire Extinguisher in bracket		✔	✔	✔	✔	✔	✔	✔	✔
Animal alerts		✔	✔	✔	✔	✔	✔		
Visor wallet		✔	✔	✔	✔	✔	✔	✔	✔
Trailer drawbar with ball				✔			✔		
Winch				✔			✔		
Winch mount				✔			✔		
Decal kit		✔	✔	✔		✔			
Licence plate		✔	✔	✔	✔	✔	✔	✔	✔
Remote start							✔		
K-9 Enclosure							✔		
Winch Bumper							✔		
Canopy							✔		
Cargo slide							✔		
Drawer unit							✔		

D4: Refresh Policy for Equipment and Fleet[85]

Type	Refresh Timeline	Comments
General Duty	160,000k or five (5) years	● Exception: Designated "severe road" areas or winter/ice road restrictions –130,000k or five (5) years ● Exception: Diesel engine ten (10) years
Motorcycle	Six (6) years	
Investigational	160,000k or six (6) years	
Admin	220,000k or eight (8) years	
IWT	fifteen (15) years	● Mid-life inspections should be completed on the vessel at the 10 year mark (7 year for motors). ● Motors and trailers should be replaced with the vessel, or when needed.
Equipment	twenty (20) years	● Mid-life inspections should be completed between 10-15

		years.
Critical Incident Vehicle / Tactical Armoured	15-20 years	● Mid-life inspections should be completed on the CIV at the ten (10) year mark.
Aircraft - Fixed	thirty (30) years	● Inspections should be completed as per federal regulations
Aircraft - Rotary	twenty (20) years	● Inspections should be completed as per federal regulations
UAV (Drones)	3-5 years	● Remotely Piloted Aircraft System (RPAS) Program structure would manage the policy on replacements ● Procurement is evaluated using business case rationale for justification and funding approval

D5: Equipment Request Workflow[86]

Supplement E: Real Estate

E1: Holding Cell Utilization

FY 2019-20 Cell Block Utilization Data

Total Prisoner Count															
Detachment	Number of Cells	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Yearly Total	Monthly Average
Beaumont	4	11	9	19	13	18	12	20	14	11	6	9	5	147	12.25
Cochrane	7	94	65	100	82	98	78	81	85	63	73	58	81	958	79.83
High Prairie	10	87	84	79	96	91	79	66	62	48	54	56	62	864	72
St. Paul	9	184	200	213	207	217	186	204	176	207	168	139	155	2256	188

Supplement F: Shared Services

F1: Divisional Informatics Organization Responsibilities

Department	Role	Scope
Information Management	Administration Information	Provides awareness, guidance and governance support on the life cycle management of administrative records including administrative filing, moratoriums, Access to Information and Privacy (ATIP) requests.
	Operational Info Mgmt. System (OIMS)	Responsible for the disclosure of appropriate information to other government departments and maintains the lifecycle of the information on the legacy system for police reports.
	Operational Records Mgmt. System (ORMS)	Provides comprehensive and pertinent PROS training to all PROS users. Maintains and protects the information for legal holds, moratoriums and ATIP requests.
	Electronic Document & Records Mgmt. System (EDRMS)	Oversights the EDRMS, training for the people who have access to these applications (e.g. RDIMS and GCDOCS), and grants access to the system.
	Mailroom / Print Shop	Provides timely and accurate dissemination of information (e.g. mail services) and coordinates the appropriate destruction of information (e.g. disposal of classified waste/shredding services).
	Forms and Directives	Provides advice and consultation services for programs requiring forms and policy guidance. Creates and maintains forms that are to be used to support law enforcement and reduce administrative work.
Communication Technology	Communications Technology (COMTECH)	Oversight of the communication technology department.
	Communications Operations & Radio Environment (CORE)	Provides support for the Operations Communications Centre (OCC).
	Communications Technology Innovation & Standards (CTIS)	Provides a range of services including refurbishment and secondary support, equipment stock and decommissioning, specialized vehicles design and support, etc.
	Communications Operational Maintenance & Support (COMS)	Provides end-user radio and vehicular equipment support and management, including assistance to all COMTECH units.
Information Technology	Information Technology	Oversights the information technology department.
	Computer Lifecycle Unit (CLU)	Provides repair/replacement of defective equipment, advance email notice of upcoming evergreen visits, etc. While on-site, the team performs audits of IT equipment, provides training and guidance for IT related issues, and on-site replacement of IT equipment.
	Computer Support Unit (CSU)	Works as a second level desk support and services for hardware and software on ROSS and Internet workstations.
	Special Projects Unit (SPU)	Responsible for specialized software and equipment, manage IT projects, propose new IT policies, create procedures and produce technical documentation.
	Applications Development Unit (ADU)	Responsible for evaluating and testing newly requested software and hardware to ensure ROSS network and RCMP security requirements.
Operational Support	Informatics Operational Support	Supports operations by providing intake of IT requirements, obtaining approvals, facilitating IT procurement, inventory and budget management of Alberta RCMP IT equipment. Provides a single point of contact for the creation of maintenance of all

		RCMP and provincial computer system access

F2: Data hosted at K Division and at RCMP HQ in Ottawa

K Division Hosted Data
1. Serious Crimes Branch (SCB) Electronic Major Case Management (eMCM)
2. Unit level administrative files (common drive)
3. Watchguard In-Car Video System (ICVS) data and directory
4. Classified Environment Investigations
5. Microsoft SCCM software Distribution Points
6. Records Document Information Management System (RDIMS)
7. ArcGIS
8. DATAnywhere - A component that is required by Justice Alberta for the submission of court documents to the Crown
9. iBase
10. IAPro
11. JOIN print management
12. Classified Environment data management, server hardware and networking components are managed by the Alberta RCMP
13. HQ hosts the distribution point for the SCCM

RCMP HQ in Ottawa Hosted Data
1. E-mail
2. Home folders personal storage
3. GCDOCS Unit level administrative files

4. Account directory
    a. Lightweight Directory Access Protocol (LDAP)
    b. Active Directory
    c. PKI

5. Firearms data
6. National Administrative Records Management System (NARMS)
7. Police Retrieval Operation System and the Police Access Tool (PAT)
8. All of the National Police Information Systems (NPIS) such as the Canadian Police Information Center (CPIC), the Automated Criminal Intelligence Information System (ACIIS) and the Police Information Portal (PIP)
9. New Police Information Retrieval System (NPIRS)
10. National Criminal Data Bank (NCDBWEB) *replaced with Integrated Information Service (IIS)
11. Classified Environmental Email
12. Classified Environmental Directory Services
13. Classified Environment Video Conferencing Automatic Call Distributor

14. SPROS (Secure PROS)
15. Ringtail – CE database
16. Communications Electronic Security (COMSEC) – more of a function (secure fax/phones)
17. Computerized Integrated Information and Dispatch System (CIIDS)
18. Central HelpDesk SDM
19. TEAM financial (SAP/GUI)

20. Human Resources Management Information System (HRMIS) (Peoplesoft)
      a. Phoenix Pay
      b. RCMP Member Pay
      c. RCMP Member Pension
      d. Microsoft System Center Configuration Manager (SCCM) Primary
      e. Microsoft TEAMs video collaboration
      f. Webex teleconferencing

21. Magic Inventory/Asset Management
      a. IT asset management (hosted in Saskatchewan)
        i. Fleet asset management
      b. Desktop Software licensing services
        i. Microsoft OS
        ii. Microsoft Office
        iii. Adobe Products
      c. RTID Fingerprint Livescan data
      d. Managed Protected B video conferencing (Polycom/Magor)
      e. Agora training course library for mandatory and options Computer Based Training
      f. Alberta Police Partner Agencies (PPA) national application support and installation files

Glossary

Acronym/Term	Definition
ACD	Automatic Call Distributor
ACIIS	Automated Criminal Intelligence Information System
ACOPA	Alberta Citizens on Patrol Association
ADMINISTRATIVE OPERATIONS	Administrative and Managerial Group Positions
ADU	Applications Development Unit
AEMA	Alberta Emergency Management Agency
AFCO	Association of Canadian Financial Officers
AFRRCS	Alberta First Responders Radio Communications System
AGLC	Alberta Gaming, Liquor and Cannabis Commission
AIM	Action, Innovation & Modernization
Alberta	Government of Alberta
ALERT	Alberta Law Enforcement Response Team
AME	Aircraft Maintenance Engineer
APC	Accommodation Program Charge
APRCWA	Alberta Provincial Rural Crime Watch Association
ASIRT	Alberta Serious Incident Response Team
ATIP	Access to Information and Privacy
ATV	All-Terrain Vehicle
AUMA	Alberta Urban Municipalities Association
AV	Audit, Commerce and Purchasing
BARU	Business Analysis and Research Unit
BCA	Biology Casework Analysis
BCAA	Biology Casework Analysis Agreement
BPA	Bloodstain Pattern Analysis
CAC	Child Advocacy Centers
CAPE	Canadian Association of Professional Employees
CBU	Call Back Unit
CCMG	Consultative Conflict Management Group
CDRO	Career Development and Resourcing Office

CEO	Chief Executive Officer
CIC	Criminal Intelligence Coordinator
CIIDS	Computer Integrated Information and Dispatching System
CIO	Chief Information Officer
CIP	Critical Incident Program
CIV	Critical Incident Vehicle
CLAS	Claims, Litigation & Advisory Services
CLU	Computer Lifecycle Unit
CMB	Corporate Management Branch
CMC	Contract Management Committee
CMS	Career Management Services
CNT	Crisis Negotiator Team
COMS	Communications Operational Maintenance & Support
COMSEC	Communications Electronic Security
COMTEC	Communication Technology
COP	Citizen on Patrol
CORE	Communications Operations & Radio Environment
CP	Computer Personnel
CPIC	Canadian Police Information Centre
CPP	Canada Pension Plan
CPS	Calgary Police Service
CPTED	Crime Prevention through Environmental Design
CRCC	Civilian Review and Complaints Commission
CROPS	Criminal Operations
CRU	Crime Reduction Units
CS	Computer Systems
CSC	Correctional Service of Canada
CSIS	Canadian Security Intelligence Services
CSU	Computer Support Unit
CTA	Community Tripartite Agreements
CTIS	Communications Technology Innovation & Standards
CTP	Cadet Training Program
CUPE	Canadian Union of Public Employees

CVE	Commercial Vehicle Enforcement
DCAS	Division's Crime Analysis Section
DEOC	Division Emergency Operations Centre
DFSA	Delegated Financial Signing Authority
DIO	Division Intelligence Officer
DSS	Departmental Security Section
DTA	District Training Advisor
DWU	Divisional Wellness Unit
EA	Environment Allowance
EB	Education and Library Science
EC	Economics and Social Science Services
EDRMS	Electronic Document & Records Mgmt. System
EDU	Explosives Disposal Unit
EDU	Education Services
EGY	Evergreen Year
EIA	Edmonton International Airport
eMCM	Electronic Major Case Management
EMDM	Enterprise Mobile Device Management
EMRO	Employee and Management Relations Office
EMRT	Emergency Medical Response Team
EPP	Enhanced Policing Program
EPS	Edmonton Police Service
ERAA	Edmonton Regional Airport Authority
ERT	Emergency Response Team
ESS	Economics and Social Science Services
ESU	Emergency Support Unit
EX	Executive Group
F&UD	Fuel and Utilities Differential
FAA	Financial Administration Act
FI	Financial Management Group
FIS	Forensic Identification System
FIT	Federal Intelligence Team
FNPP	First Nations Policing Program
FPSS	Federal Policing Specialized / Support Services

FSOC	Federal Serious Organized Crime
FTEs	Full Time Equivalents
FWES	Fish and Wildlife Enforcement Services
FWP	Fixed Wing Pilot
GIS	General Investigation Section
HCU	Health Services Unit
HHU	Historic Homicide Unit
HOSC	Hearing Office Standing Committee
HPIC	Hearing Office Implementation Committee
HQ	K Division Headquarters in Edmonton
HR	Human Resources
HRC	Human Resources Committee
HRMIS	Human Resources Management Information System
HRO	Human Resource Office
HROP	High Risk Offender Program
IAATI	International Association of Auto Theft Investigators
IARD	Immediate Action Rapid Deployment
IAT	Interview Assistance Team
IBET	Integrated Border Enforcement Team
ICVS	In-Car Video System
IFA	Investigative File Assessment
IIS	Integrated Information Service
IM	Information Management
IMET	Integrated Market Enforcement Team
INSET	Integrated National Security Enforcement Team
IOM	Integrated Offender Management
IPA	Investigative Practices Assessment
IPS	Indigenous Policing Services
IT	Information Technology
ITRAC	Integrated Threat and Risk Assessment Centre
ITU	Integrated Traffic Units
IWT	Inland Water Transport
JOIN	Justice Online Information Network
JSG	Justice and Solicitor General

KARE	K Divisions' Missing Persons Unit
KMOSS	Sub-unit of K Division Member Operational Support Service
LAST	Legal Application Support Team
LCD	Living Cost Differential
LDAP	Lightweight Directory Access Protocol
LERB	Law Enforcement Review Board
LFC	Lease Federal Cost
LFNC	Lease Federal No Cost
LPC	Lease Private Cost
LPNC	Lease Private No Cost
LWOP	Leave without Pay
MCU	Major Crime Unit
MIS	Member Involved Shootings
MMIWG	Missing and Murdered Indigenous Women and Girls
MoU	Memorandum of Understanding
MPAG	Municipal Policing Assistance Grant
MPSA	Municipal Police Service Agreement
MSI	Municipal Sustainability Initiative
MTSSU	Mobile Technology Services Support Unit
NACB	National Anti-Counterfeiting Bureau
NARMS	National Administrative Records Management System
NARS	National Accounting and Relocation Services
NCDBWEB	National Criminal Data Bank
NCO	Non- Commissioned Officer
NDDB	National DNA Data Bank
NFLS	National Forensic Laboratory Services
NFP	National Police Federation
NICB	National Insurance Crime Bureau
NLET	National Law Enforcement Training
NPF	National Police Federation
NPIRS	New Police Information Retrieval System
NPIS	National Police Information Systems
NPU	National Promotions Unit
NRHS	National Recruiting Health Services

NRP	National Recruitment Program
NRPC	National Recruiting Processing Center
NSOR	National Sex Offender Registry
NSP	National Staffing Program
O&M	Operating & Maintenance
OCC	Operational Communications Centers
OGCA	Office for the Coordination of Grievances and Appeals
OIC	Overall in Charge
OIMS	Operational Information Management System
OISP	Office of Investigative Standards and Practises
ORMS	Operational Records Mgmt. System
ORR	Operational Readiness and Response
OS	Occupational Safety
OSB	Operations Strategy Branch
OSM	Operational Skills Maintenance
OSV	Over-snow Vehicles
PA	Program and Administrative Services
PARE	Physical Ability Requirement Evaluation
PAT	Police Access Tool
PCE	Property Crime Examiners
PCHAD	The Protection of Children Abusing Drugs Act
PDC	PROS Data Center
PDS	Police Dog Service
PDSTC	Police Dog Service Training Centre
PE	Personnel Administration Group
PEP	Pre-Employment Polygraph
PFM	Police Funding Model
PILT	Payment in Lieu of Taxes
PIP	Police Information Portal
PIPSC	Professional Institute of the Public Service of Canada
PM&AS	Program Management and Administrative Services
PPA	Police Partner Agencies
PPOP	Priority Prolific Offender Program
PPSA	Provincial Police Service Agreement

PROS		Police Record and Occurrence System
PRTC		Pacific Region Training Center
PRU		Professional Responsibility Unit
PSAC		Public Service Alliance of Canada
PSAP		Public Safety Answering Point
PSDCP		Public Service Dental Care Plan
PSE		Public Service Employee
PSHCP		Public Service Health Care Plan
PSHR		Public Service Human Resources
PSLRA		Public Service Labour Relations Act
PSMIP		Public Service Management Insurance Plan
PSPC		Public Services and Procurement Canada
PSPP		Public Service Pension Plan
PSS		Protective Security Services
PSSA		Public Service Superannuation Act
PTSS		Protective Technical Service Section
RAPID		Rural Alberta Provincial Integrated Defence
RCMP		Royal Canadian Mounted Police
RCW		Rural Crime Watch
RDIMS		Records Document Information Management System
RPACT		Rural Police and Crisis Team
RPAS		Remotely Piloted Aircraft System
RPM		Relationship and Portfolio Management
RRMSQ		Régime de retraite des membres de la Sûreté du Québec
RVD		Requests for Volume Discount
SAG		Strategic Advisory Group
SAMM		Status and Messaging Module
SAR		Search and Rescue
SARC		Sexual Assault Review Coordinator
SARU		Strategic Analytics and Research Unit
SCB		Serious Crimes Branch
SCCM		System Center Configuration Manager
SCD		Shelter Cost Differential
SDU		Source Development Unit

SFPP	Special Forces Pension Plan
SH	Health Services
SHP	Sheriff Highway Patrol
SIP	Survivor Income Plan
SME	Subject Matter Expert
SORCA	Sex Offender Registry
SOS	Specialized Operations Support
SP	Applied Science and Patent Examination
SPROS	Secure PROS
SPU	Special Projects Unit
SSC	Shared Services Canada
STE	Surplus to Establishment
STO	Special Tactical Operations
SUV	Sport Utility Vehicle
SV	Operational Services
TacOps	Tactical Operations
TC	Technical Services
UAV	Unmanned Aerial Vehicle
UFR	Uniformed First Responder
ULQA	Unit Level Quality Assurance
UPS	Uninterruptible Power Supply
USPP	Uniformed Services Pension Plan
UTV	Utility Terrain Vehicle
ViCLAS	Violence Crime Linkage Analysis System
VOC	Victim of Crime
VSU	Victim Services Units
WPP	Witness Protection Program
YMPE	Year's Maximum Pension Earnings